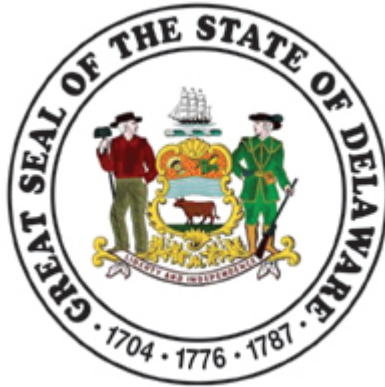


Strategic Plan

Delaware Department of State



FY 2007-2009

October 11, 2005

DEPARTMENT OF STATE Strategic Planning Fiscal Year 2007 20-00-00

MISSION

To strengthen the economy of the State; generate revenue; ensure citizen access to information; promote Delaware history and art; assist Delaware veterans and their families; promote equal opportunity and protection for all persons; provide regulatory and licensing services to protect the public welfare; and administer the State's public employment relations and ethics laws.

BACKGROUND

Comprised of Archives, Arts, the State Bank Commissioner, Corporations, Disability Affairs, the Government Information Center, Historical and Cultural Affairs, Human Relations, Libraries, Regulation and Licensing Services, Veterans Affairs, and various boards and commissions, the Secretary of State leads a diverse organization with responsibilities in many distinct areas. As such, one might view the department as a microcosm of state government. Through the mission assigned to various divisions and special responsibilities of the Secretary of State, the department touches virtually every aspect of state government: economic development, finance, regulation, transportation and infrastructure, housing, education, culture, and quality of life issues. The Department of State finds strength in its diversity, which requires a comprehensive and progressive approach to public sector management.

In addition to providing direction to the various operating divisions, the Secretary of State provides policy guidance in a number of other areas. She serves as Chair of the Delaware Stadium Corporation and on the Board of the Diamond State Port Corporation. In these roles, responsibilities include overseeing and maintaining the development of the Stadium and the Port to ensure their continued contributions to the state's economy. By virtue of the Delaware Constitution, the Secretary of State is the Secretary of the Board of Pardons. Under state law and various executive orders, she administers regulations affecting approximately 10,000 Delaware notaries and actively participates in numerous public bodies including the Delaware Economic and Financial Advisory Council (DEFAC), the Open Space Council, and the Biggs Museum Board.

Through the Division of Corporations and the State Bank Commissioner, the department contributed \$765 million of General Fund revenue in Fiscal Year 2005. The challenge facing the department is to continue to maintain the state's leadership in the corporate, legal, and banking services industries and to leverage those relationships to attract related businesses and industries.

Through the Delaware Public Archives, the Division of Libraries, and the Government Information Center, the department has the statutory responsibility to ensure citizen access to governmental, educational and recreational information. The Delaware Public Archives safeguards public records and responded to more than 24,000 online service

requests in Fiscal Year 2005. Our libraries foster education and recreational enjoyment and last year served more than three million visitors and circulated more than five million books and other materials. The Delaware Government Information Center promotes easy and organized access to online information and resources and recorded a record average of 95,000 unique visitors a month to the state's web portal in Fiscal Year 2005. In September 2005, the state's website – www.delaware.gov – was named the top state web portal in the nation in the Center for Digital Government's 10th Annual "Best of the Web" competition.

Through Historical and Cultural Affairs, the Delaware Public Archives, Arts, and the Delaware Heritage Commission, the department plays a major role in preserving and celebrating the past and exposing citizens and visitors to the state's rich culture and history. The Archives, State Museums, and Conference Centers hosted more than 112,000 visitors in Fiscal Year 2005 in their public exhibit and meeting spaces where the story of our democracy can be seen, touched and heard. The Division of Arts supports creative expressions that inspire current generations and serve as lasting monuments to a free and democratic society. Division sponsored events and activities attracted an estimated one million participants last year.

Through the Division of Human Relations and the Office of Disability Affairs, the department protects Delaware's citizens from discriminatory practices and promotes equal opportunity and protection for all persons. Each year, these agencies participate in hundreds of outreach and advocacy activities.

Through the Division of Professional Regulation, the Delaware Public Service Commission and the Delaware Public Advocate, the department provides regulatory, licensing, investigative, and consumer services to protect the public's health, safety and economic welfare. The Division of Professional Regulation (DPR) issues licenses to nearly 60,000 professionals in Delaware. Last year DPR revamped its website to allow licensees to search and update license information. Licensees will soon be able to renew professional licenses and apply for new licenses online. The Public Service Commission (PSC) currently has regulatory authority over 118 energy, telecommunications, water, and wastewater service providers and franchisees. The Delaware Public Advocate (DPA) represents the interests of utility customers before the PSC as well as other state and federal courts and administrative bodies. The PSC and DPA together handle more than 2,000 utility customer complaints each year.

Through the Merit Employee Relations Board (MERB), the Public Employment Relations Board (PERB), and the Public Integrity Commission (PIC), the department administers state laws governing employment relations and ethics. In 2005, both the PERB and the PIC launched new websites designed to improve citizen access to statutes, regulations, and online services.

The Commission of Veterans Affairs serves Delaware veterans through its administrative offices and through the Delaware Veterans Memorial Cemeteries. In the past two years, the Commission has played a key role in securing legislation to build a Delaware State Veterans Home and to simplify veteran access to Statements of Military Service (DD-214).

KEY OBJECTIVES AND STRATEGIES

- ◆ Attract businesses to Delaware by coordinating marketing efforts (with DEDO, the Diamond State Port Corporation, Chambers of Commerce, and others) and developing complementary products and services that leverage the state’s existing reputation as a leading financial services center and the “Corporate Capital of the World”.
- ◆ Grow incorporations and banking revenues by maintaining an attractive and innovative regulatory and service environment.
- ◆ Promote citizen access to key information services including “Delaware.gov”, “The Digital Archives”, and the “Delaware Integrated Library Catalog”.
- ◆ Apply E-government solutions to boost productivity, enhance customer service, respond to changes in laws and enhance the availability of online services and information.
- ◆ Improve the quality and increase the use of historic, recreational and the cultural assets that make Delaware an attractive place to live, work and visit.
- ◆ Promote tourism by investing in the “First State Heritage Park at Dover” and building a Delaware Maritime Museum in Lewes.
- ◆ Increase the number of eligible veterans and their dependents receiving services.
- ◆ Promote amicable and supportive relationships among the citizens of Delaware by increasing public awareness of discriminatory practices, human rights, and the rights of the disabled.
- ◆ Ensure the timely and fair administration of rules, regulations, and laws overseen by the Department.
- ◆ Expand outreach and educational services to consumers and state employees about various matters (financial services, utility services, government ethics laws, employment laws, etc.) handled through the Department.
- ◆ Enhance safety, security and reliability by implementing comprehensive security, disaster recovery and business recovery plans and improving key facilities such as the Townsend Building and the Department’s Data Center.

DELAWARE COMMISSION OF VETERANS AFFAIRS
20-01-02 / 20-01-03 / 20-01-04

MISSION

To assist, advise, and represent Delaware’s military veterans and their families regarding programs and benefits available to them under federal and state laws and through the Veterans Memorial Cemetery program, provide services and a final resting place to those who served our state and nation.

BACKGROUND

The Delaware Commission of Veterans Affairs (DCVA) was established in 1987 as an operational unit of the Department of State. Its responsibilities include the protection and enhancement of federal and state benefits and entitlements to 81,511 Delaware military veterans and their families.

The Commission continues to enhance its services to the approximately 35,865 veterans residing in Kent and Sussex Counties who do not have access to the same level of resources as in the northern part of the state. Counseling services provided by People’s Place in Milford and the addition of a Veterans Service Officer in Sussex County improve our ability to assist these veterans in Kent and Sussex County. The addition of a Mobile Van-Veterans Service Center making scheduled community visits further enhances the delivery of services.

The Commission is participating in Governor Minner’s goals for Delaware in strengthening veteran involvement in small business development through the Small Business Administration (SBA) and Department of Veterans Affairs (DVA) workshops to veterans/disabled veterans interested in developing their own businesses.

The Veterans Benefits Administration of the U.S. Department of Veterans has reengineered its benefit processing operation. A critical aspect of this effort is to require “certification” of all “accredited” veteran service officers. This enhanced process will lead to more efficient documentation and processing of veterans’ claims. Since several State veterans organizations presently serve veterans in this capacity, the Commission will continue to offer statewide training to all Post level Service Officers requesting services. The increase in the submission of claims to the Federal Department of Veterans Affairs will assist Delaware Veterans and justify the minimal cost involved for enhanced services.

The Commission continues to utilize technology for its benefits delivery network. Its internet home page was accessed 194,961 times during FY 2005.

The New Castle County Delaware Veterans Memorial Cemetery opened in October 1989. The Cemetery has undergone a \$5.3 million vault expansion and infrastructure improvement project funded by the federal government. The project will increase the

number of interment vaults by 6,000 and the number of columbarium niches by 700 to accommodate veterans for the next ten years.

The Sussex County Delaware Veterans Memorial Cemetery opened in October 1999. Outreach programs to veterans' organizations and other community-based groups in Kent and Sussex counties are ongoing to encourage interest in the cemetery.

Volunteerism plays an important part in the operation of the cemeteries. Thousands of hours of assistance have been received from veterans groups, community organizations, youth organizations, and family members of the deceased. It is estimated that at least 50,000 citizens visit the cemeteries annually.

Demand for cemetery services will remain strong for several years as World War II and Korean War veterans and their spouses continue to age. Staff will continue to reach out to the veteran population in an effort to make them aware of services offered.

KEY OBJECTIVES

- ◆ Increase outreach services to veterans and their families in New Castle as well as Kent and Sussex Counties by 2.5 percent through FY 2009.
- ◆ Increase the number of eligible veterans and their dependents receiving services from state and local agencies by 2.5 percent through FY 2009.
- ◆ Effectively handle a 2.5 percent increase in number of interments annually through FY 2009.
- ◆ Increase by 2.5 percent each year the number of hits on the Veterans home page through FY 2009.
- ◆ Successfully initiate and complete a vault field expansion project at the Cemetery (Sussex County) by FY 2008.

STRATEGIC INITIATIVES

- ◆ Improve the identification system to better identify Delawareans who may be service-connected veterans and prior Armed Forces members eligible for benefits and entitlements as defined in Title 38, United States Code (USC).
- ◆ Enhance scheduled mobile van visitation services throughout lower Kent and Sussex Counties to veterans and their dependents for the purpose of providing veteran benefits and entitlement information.
- ◆ Provide training to Post level veteran service officers in Title 38, USC and Title 38, Code of Federal Regulations (CFR) benefit and entitlement process and procedures.

- ◆ Develop an informational video in FY 2006 promoting Commission services that can be utilized to reach veterans and their dependents statewide.
- ◆ Enhance web-based services to the public by allowing veterans to complete applications online, check their eligibility status online, and allow spouses, family and friend to obtain a decedent's burial location online.
- ◆ Target women veterans with special initiatives to increase utilization and participation in State and federal programs.

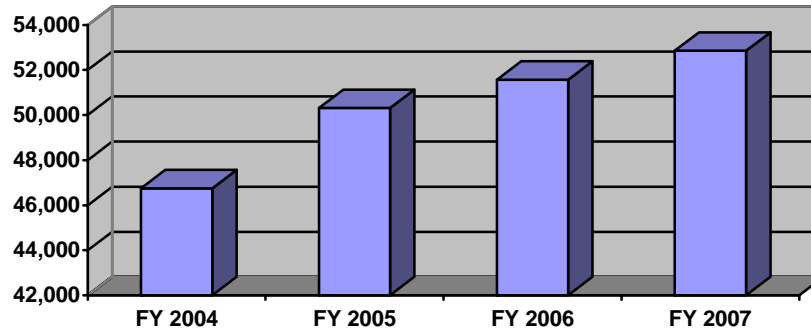
ACTIVITIES

- ◆ Manage the claims processing system for veterans and their dependents and effectively monitor all federal legislation vis-a-vis the US Department of Veterans Affairs.
- ◆ Maintain a Repository for all veterans' "Statement of Service" or similar documentary verification of active military service.
- ◆ Continue annual activities associated with the Delaware Memorial Bridge and the honoring of veterans at ceremonies surrounding Memorial Day and Veterans Day.
- ◆ Continue outreach efforts conducted through the quarterly publication of the *CENTURION*, the newsletter published by the Commission of Veterans Affairs.
- ◆ Maintain informational systems that provide veterans with electronic access to benefits and entitlement information provided by federal and state governments.
- ◆ Maintain effective communication and participate in activities with other departments, divisions, non-profit organizations, and interstate Departments of Veterans Affairs for the purpose of furthering issues beneficial to veterans and their dependents.
- ◆ Maintain the Delaware Veterans Memorial Cemetery sites, New Castle County (52 acres), and Sussex County (65 acres), as a memorial to those who have honorably served the state and country.
- ◆ Manage federal and state funds for various capital improvement projects at the Cemetery. Insure quality workmanship on all projects.

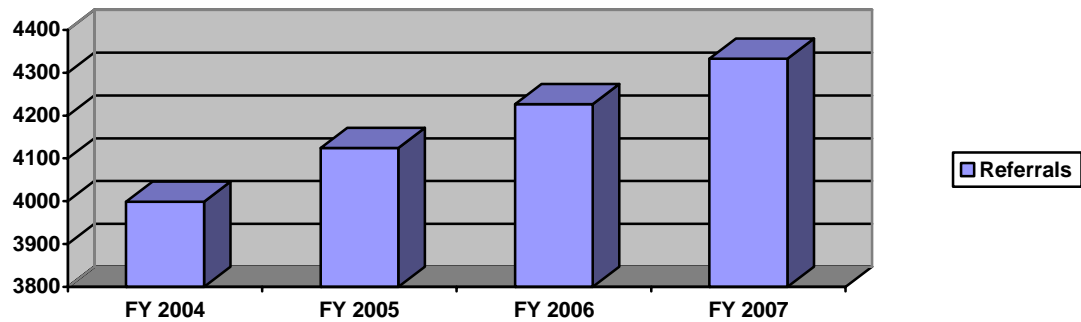
PERFORMANCE MEASURES

	FY 2004 Actual	FY 2005 Actual	FY 2006 Budget	FY 2007 Projected
Outreach services to veterans and their dependents	46,753	50,307	51,565	52,854

OUTREACH SERVICES

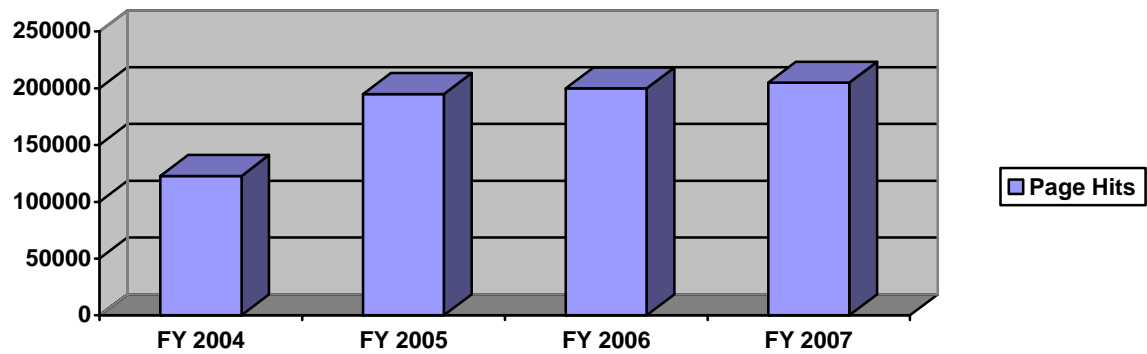


	FY 2004 Actual	FY 2005 Actual	FY 2006 Budget	FY 2007 Projected
Federal Referrals/ State Referrals	3,999	4,124	4,227	4,333



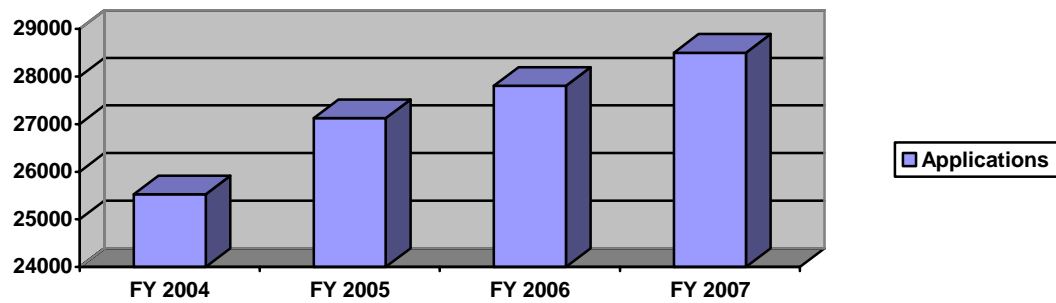
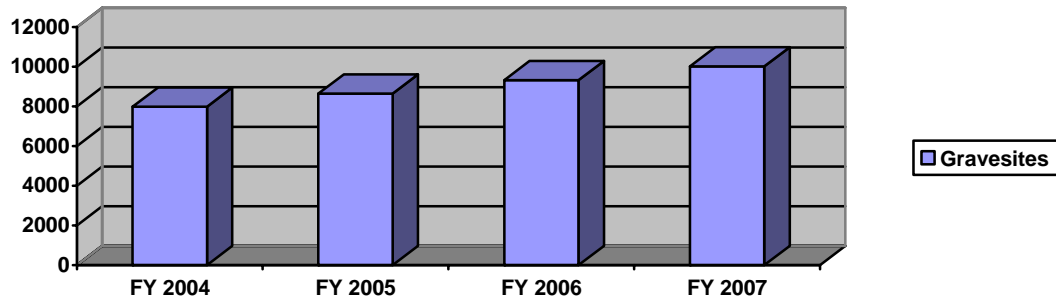
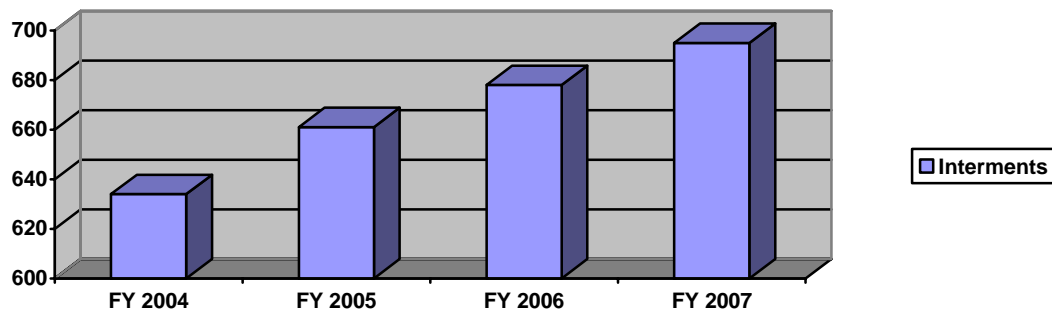
Delaware Department of State – Strategic Plan

	FY 2004 Actual	FY 2005 Actual	FY 2006 Budget	FY 2007 Projected
Number of times home page was used.	122,677	194,961	199,835	204,831



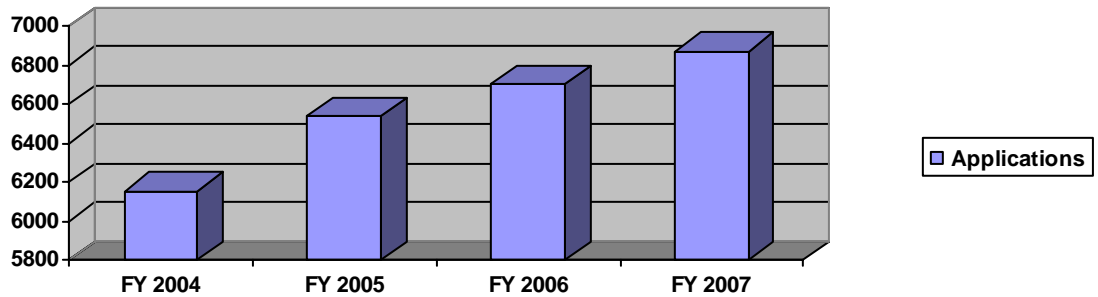
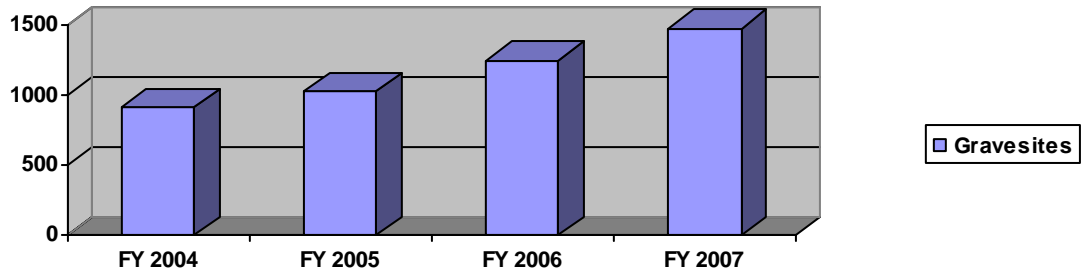
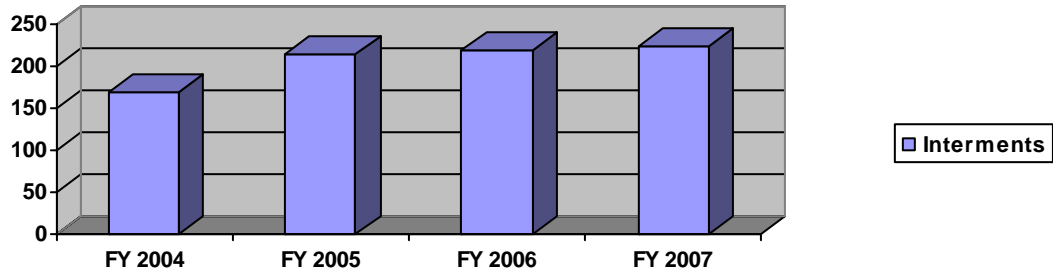
Delaware Veterans Memorial Cemetery, New Castle County

New Castle County	FY 2004 Actual	FY 2005 Actual	FY 2006 Budget	FY 2007 Projected
# Interments	634	661	678	695
# Gravesites maintained	7,982	8,643	9,321	10,016
# Cumulative approved applications	25,527	27,127	27,805	28,500



Delaware Veterans Memorial Cemetery, Sussex County

Sussex County	FY 2004 Actual	FY 2005 Actual	FY 2006 Budget	FY 2007 Projected
# Interments	168	214	219	224
# Gravesites maintained	911	1,029	1,248	1,472
# Cumulative approved applications	6,157	6,539	6,702	6,870



DELAWARE HERITAGE COMMISSION

20-01-05

MISSION

To promote and preserve the history and heritage of Delaware for public consumption and further education of the citizens of Delaware.

BACKGROUND

The Commission's broad agenda is to publish new books and reprint important out-of-print books focusing on Delaware history; sponsor the Hands On Heritage Camp, a summer camp experience teaching Delaware history for middle school and high school aged youth; host special events celebrating unique events in Delaware history; provide oral history seminars; provide grants for scholars and citizens studying Delaware history; and to provide educational outreach programs to historical societies, schools and community groups. The Commission, with offices in Dover and Wilmington, is under the direction of a board of directors drawn from all three counties and is within the Department of State. The Commission staff, programs, events and materials are available to all citizens.

The Commission has successfully operated under its annual general fund commitment of \$72,000 with occasional epilogue language outlining additional funding for special projects. Celebrating 30 years of service in 2002, the Commission has a proven track record of book publication, special event coordination, summer camp, oral history, and grants. Since 1985, 136 Challenge Grants have been awarded. Since 1992, James T. McKinstry Scholarship Awards have been granted to 30 individuals researching aspects of Delaware's history and heritage. Since 1990, 31 issues of the Commission's newsletter "Fully, Freely & Entirely" have been released. The newsletter mailing list is now over 2,500 persons. The Commission began publishing books in 1991, and to date there are 23 books in the Delaware Heritage Press Collection with two new titles coming later in 2005. Through the Commission's outreach services 20 other books have been released to the citizens of the First State. The Commission has always been the driving force in Delaware when it comes to special events. Since 1982 the Commission has been a collaborative player in over 55 events celebrating an aspect of Delaware History. The Commission's signature event each year is the Delaware Book Fair and Authors Day held the first Saturday in November at the Delaware Agricultural Museum and Village; this fall will mark the event's 10 year anniversary. Finally, in 1993 the Commission created a two-week Hands On Heritage Summer Camp, a program that teaches hands on history to Delaware kids ages 11-13. The camp has now evolved into a six week program and includes an Advanced Camp for high school students and special "immersion programs" during the school year. Last, in response to questions from older folks wanting to tag along with their kids and grandchildren to camp, the Commission created last year the "Senior Camp" for active adults 55 and over.

With the main office in the Delaware Public Archives, the Commission has state- of-the-art technology in computer systems and scanning equipment. The Commission also has,

for our oral history program, five recorders and microphones. This equipment may be borrowed free of charge by anyone interested in collecting oral interviews. The Commission has a user-friendly phone system, whereby toll-free charges to the Dover office are permitted for New Castle County residents. The Commission also has a top-of-the-line digital camera to document events and provide graphics for office-generated documents.

The Commission staff is complimented by fourteen commissioners from all three counties, with eight from New Castle County, four from Sussex County, and two from Kent County. Those New Castle County residents are: Jonathan Russ, Ph.D., Harvey B. Rubenstein, Esq., James F. Cawley, Robert M. Stark, Ph.D., Robert L. Byrd, Francis A. Ianni, Samuel L. Shipley, and Christian D. Wright, Esq. The Sussex County residents include: Richard B. Carter (Chairman), Cheyenne Luzader, William H. Williams, Ph.D., and Walter E. Kee. The two who reside in Kent County are Reba Hollingsworth, Ph.D. (Vice-Chairperson) and Jean Ramsey Smith. Ex-Officio members include Timothy A. Slavin, Director of the Division of Historical and Cultural Affairs and Joan Reynolds Hoge, Director of the Historical Society of Delaware. The Chair of the Commission serves at the pleasure of the Governor with the Director position serving at the pleasure of the chair. The Commission is staffed by an Acting Director and an Administrative Specialist II. The Commission has one board vacancy. The Commission also has the issue of the Acting Director. With the retirement of the executive director in August of 2003, the public information officer was named acting director. At this time, no movement has been made to appoint an executive director nor has any movement been made to fill the public information officer position. With a complete board and a full, permanent staff the Commission would be more effective in completing its many mandates and programs. In order to best move ahead it is the immediate hope and plan to hire a once-a-week casual employee to assist with specific duties as assigned by the board.

The citizens of Delaware are free to call upon the staff and directors for any services provided by the Commission. Fees to any event or purchase of service paid by any citizen or group is used to recoup the initial expense of the Commission in the creation of any of the Commission's events, programs, or materials.

The Commission is under the direction of the Board with special advice and mentoring from the Office of the Secretary of State. The Commission files a weekly report to the Office of the Secretary and to each member of the Board. The Board meets monthly: six times a year in executive committee and six times per year in regular meetings. The regularity of meetings is helpful in outlining, clarifying, and carrying out the mandates of the Commission.

The Commission's publication program has been a successful endeavor since its introduction in 1991. Since that time, 23 books chronicling a variety of Delaware history subjects have been release to the public.

The Oral History seminars and materials have been very helpful to local historical societies and small museums. Many times these groups are responsible for town and city history.

The summer camp program for middle school and high school students will undergo a reevaluation. Recent years have seen a drop in registrations. Due in most part to competition from a plethora of other camp options, the Commission will eliminate camp weeks offered in the coming years. The camp was created in 1993 to fill a void left by the reduction of Delaware history education in public schools and has always responded to demand. With demand now low, a reevaluation will be undertaken.

The Commission will continue to support special events marking unique events in Delaware History. All Commission events are free and open to the public. The Commission's signature, annual event, Delaware Book Fair and Authors Day may be supplanted in the future by the Delaware Book Festival. This event will be a collaborative effort supported by many Department of State agencies, public libraries, and others involved in book sales and circulation. The Commission is frequently asked by citizens and or political leaders to assist in a celebration of history.

The Commission has been very successful in providing outreach services to the citizens of the state and will continue to provide this service. Outreach is broadly defined: The Commission can provide a group a guest speaker, provide historical information, produce written publicity materials, assist with mailings and event invitations, and more. Outreach service is provided at the discretion of the acting director and/or Commission board.

The Commission has successfully evolved into a full-service agency at the service to the citizens of Delaware. The Commission has narrowed its core services to book publication, summer camp, grants, special events, and oral history.

KEY OBJECTIVES

- ◆ Increase the Heritage Commission newsletter mailing list by ten percent in 2006.
- ◆ Increase Heritage Commission book sales five percent in 2006.
- ◆ Lower the Commission book inventory by ten percent in 2006.
- ◆ Add two additional "Immersion Programs" for students and seniors in 2006.
- ◆ Provide two additional oral history outreach programs to local historical societies in 2006.
- ◆ Increase public attendance to the Delaware Book Fair and Authors Day by 20 percent by 2007.
- ◆ Increase McKinstry Award/challenge grant applicants by 20 percent by 2007.

- ◆ Double the membership of the Delaware Museum Association by 2007.
- ◆ Increase awareness of the Delaware Mason-Dixon Line by achieving 100 percent marker location by 2007.

STRATEGIC INITIATIVES

- ◆ The Commission will remain committed to the book publication program and will produce as many new and reprinted books each year as budget will allow.
- ◆ The Commission will also continue to support and create specials events. Depending on the event budget and other supporters, the Commission will determine the appropriate level of monetary or in-kind support.
- ◆ Based on interest, the Commission will sponsor the Hands On Heritage Summer camps. In FY 2007 the Commission will hold one-day or Immersion programs during the summer rather than the week-long camp experience. Also based on interest the Commission will host a yearly tour of the state's Mason-Dixon Line.
- ◆ As time allows the Commission will be available to every citizen and group for outreach services. The Commission will also schedule for interested groups, the oral history seminars.
- ◆ Grant requests will continue to be accepted at any time from anyone interested in researching Delaware History. All grants will continue to receive the review and recommendation of the Commission's grant committees.
- ◆ The Commission should look to obtain a permanent facility for its offices, archival and research materials, and book displays. The search for a location should be conducted with the support Office of the Secretary of State.
- ◆ Assist with the First State Heritage Park at Dover by providing in-kind services, programming, and advice to the planning committee.
- ◆ Continue to work with Roger Nathan, Delaware boundary markers hunter extraordinaire and author to locate missing and deteriorating markers and to develop a program to promote their historical significance to Delaware in cooperation with the Division of Historical and Cultural Affairs and the Department of Natural Resources and Environmental Control.
- ◆ Work with the Lewes Historical Society to commemorate the 375th anniversary of the founding of Lewes in 1631 in the year 2006.
- ◆ Explore ways to further understand and integration of minority groups through programs, publications, and special events with the Division of Human Relations.

- ◆ Assist with the understanding of Delaware's music, performance, and art traditions in cooperation with the Division of the Arts.
- ◆ Cooperate with the Division of Historical and Cultural Affairs and Delaware State Museums in promoting and supporting Delaware history.
- ◆ Provide heritage and history advice and research upon request to the Office of the Secretary of State, the Office of the Governor, and all other elected and appointed officials.
- ◆ Provide assistance to the Delaware Public Archives' Historic Marker program. The Commission can assist with text creation and historic background. Also with promotion and publicity materials.
- ◆ The Commission will look to create an expanded newsletter in order to include more original research articles rather than the two-page abridged versions currently included in "Fully, Freely & Entirely." Along this line the Commission will also publish an occasional papers series. The series will be hard cover, 25-50 pages in length, and of topics of original research.
- ◆ The Commission will oversee the construction and placement of a statute honoring the service of the Delaware Continental forces during the Revolutionary War. This will be in FY 2007.
- ◆ In FY 2008 the Commission will promote the 400th anniversary of the Nanticoke River expedition of Capt. John Smith. When the anniversary year arrives the Commission will plan activities to celebrate the occasion.
- ◆ By FY 2009 the Commission hopes to have in place a kiosk of our books available for sale to the public visiting the Hall of Records building in Dover.

ACTIVITIES

- ◆ Maintain accessible and fresh information on the Commission's website.
- ◆ Maintain accurate and up-to-date budget and accounting statistics and records.
- ◆ Reply to correspondence, phone, and e-mail messages daily within a timely manner.
- ◆ Support all historic preservation by local groups in search of such services. The Commission can be the first point of contact for people looking to preserve part of their heritage and history where they reside in Delaware.
- ◆ The Commission will assume a leadership role as the one agency coordinating the many historical and heritage events created and sponsored by other agencies with a history, preservation, and heritage mission in Delaware.

- ◆ Generate book sales and promotional book events aimed at reducing the Delaware Heritage Press book collection.

PERFORMANCE MEASURES

	FY 2004 Actual	FY 2005 Actual	FY 2006 Budget	FY 2007 Projected
Outreach events (book events, trips, lectures, etc.)	14	16	20	20
Patrons to Delaware Book Fair and Authors Day	305	325	350	375
Oral History training seminars	1	3	4	6
% of books sold from book inventory.	N/A	19.7	25	30

Note about Performance Measures:

- The board of directors is in the process of reevaluating the Hands On Heritage Summer Camp. Due to increased competition and low attendance, the Commission will phase-out our traditional weekly camp programs in favor of one-day and two-day overnight trips throughout the calendar year. All of our new “outreach events” will include students, seniors and adults from each county.
- Due to the successful response to the office’s oral history seminars, it is the idea to take the program to more groups and citizens in Delaware each year. In past years the Commission has hosted a one-day seminar. Now, the office brings the seminar to historical societies, community groups and interested organizations and the program is more tailored to that specific group.
- An independent audit suggested the Commission needs to reduce the book inventory in the Delaware Heritage Press collection. We will look to generate more sales with each year.

GOVERNMENT INFORMATION CENTER

20-01-06

MISSION

To promote easy and organized citizen access to government services and information online.

BACKGROUND

In FY 2001, the Government Information Center (GIC) was created within the Office of the Secretary to assist the Department of State meet its statutory mandate of providing citizens with free and equal access to state, local, and federal government information. The GIC works with state agencies, legislators, the public, and others to improve the delivery of government services and information through Delaware's portal and other channels.

Over the past five years the GIC has demonstrated significant and measurable success resulting in the creation of a new budget unit within the Department of State. This milestone marks the beginning of a renewed commitment to promote current online resources and to advocate for new online initiatives that enhance citizen access to government services and information online.

KEY OBJECTIVES

- ◆ Promulgate the Common Look and Feel website templates to 100 percent of state agencies by the end of FY 2007.
- ◆ Increase the utilization of specific online services¹ by ten percent annually.
- ◆ Increase the number of portal links by five percent annually through FY 2009.
- ◆ Increase the number of portal users by ten percent annually through FY 2009.
- ◆ Ensure Delaware's portal continues to rank in the top ten portals in the annual Best of the Web survey through FY 2009.

STRATEGIC INITIATIVES

- ◆ **New State Portal** - Develop a statewide portal by working with local governments, not-for-profits, educational institutions, and others to ensure that the state takes a fully integrated, customer-focused approach to developing sites and applications on the web.

¹ The specific online services tracked are: fishing licenses, campsite reservations, employment applications, personal income tax returns and number of subscribers on DISS.

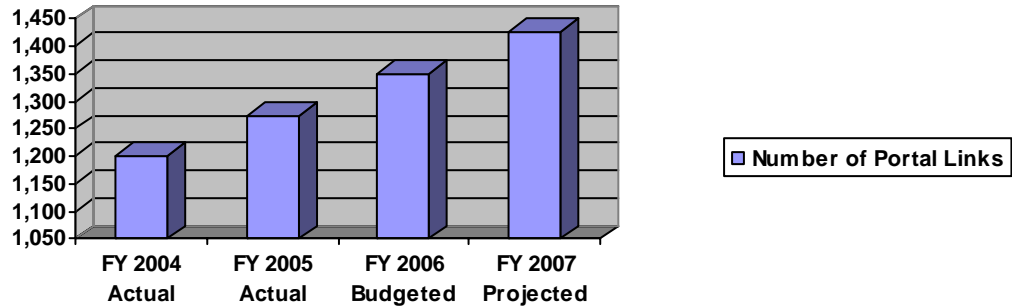
- ◆ **Electronic Forms Initiative** – Implement a standard approach for state agencies to create, display, and accept information via online forms. This initiative will explore and resolve issues surrounding digital signatures, encryption of sensitive data, and submitting these forms electronically to a centralized database.
- ◆ **Digital Documents Storage Project** – Develop strategies that enable state agencies that maintain public records to provide electronic public access to those records in a convenient and searchable format.
- ◆ **Promotional Campaign** – Market Delaware’s online services and information to maximize Delaware’s investment in e-government.

ACTIVITIES

- ◆ Promote Delaware’s online resources through public outreach.
- ◆ Solicit and collect valuable input from citizens to assess the on-going needs of e-Government through the use of focus group meetings and online surveys.
- ◆ Research emerging internet technologies.
- ◆ Promulgate the Common Look and Feel website templates.
- ◆ Encourage and train state agencies to use the state-wide calendar for public meetings.
- ◆ Update and maintain the content and design of the State’s Portal.
- ◆ Facilitate the First State Web Association meetings.
- ◆ Analyze and respond to email requests received via the State’s Portal.
- ◆ Educate state agencies on web publishing techniques.
- ◆ Assist organizations with the non-technical aspects of content and information creation/maintenance (e.g., writing for the web).
- ◆ Promote the use and deployment of core infrastructure components (e.g. E-payment solution, calendar for public meetings, common subscription service, etc.).
- ◆ Participate in DTI standards committees.
- ◆ Establish “*e-partnerships*” between state and local governments.

PERFORMANCE MEASURES

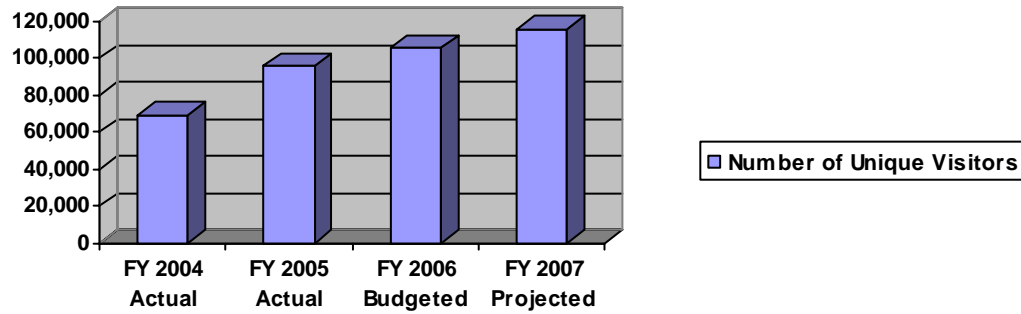
Portal Links



Portal Links – In FY 2005, the Government Information Center redesigned Delaware.gov to ease access to the most sought after government services and information. As new services are implemented and “e-partnerships” are established with local and county governments it is anticipated that the number of portal links will continue to increase. The performance measure projects a growth rate of five percent for portal links.

	FY 2004 Actual	FY 2005 Actual	FY 2006 Budget	FY 2007 Projected
# of portal links	1,201	1,275	1,350	1,425

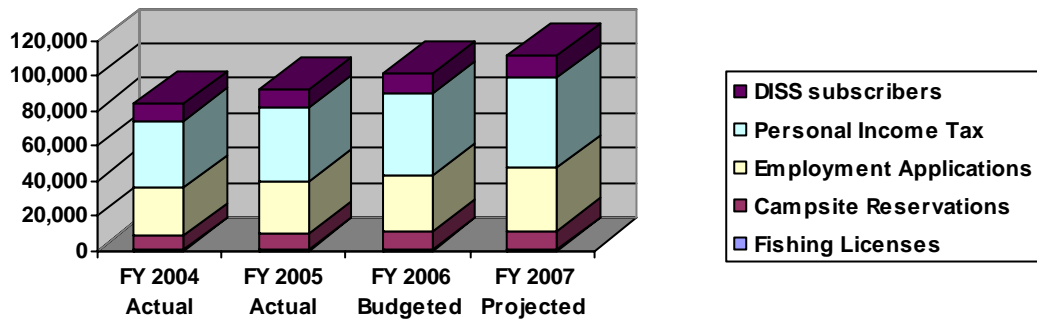
Portal Visitors



Portal Visitors – In FY 2005, the Government Information Center saw an increase in the number of visitors to Delaware.gov. This increase is attributed to our promotional efforts and the national recognition received by placing 4th in the annual Best of the Web survey. The performance measure projects ten percent growth annually for the number of unique visitors through FY 2007.

	FY 2004 Actual	FY 2005 Actual	FY 2006 Budget	FY 2007 Projected
Average # of monthly unique visitors to Delaware.gov	69,063	95,592	105,000	115,500

Online Services



Online Services – Government Information Center staff is currently monitoring the usage of the services below. This monitoring is used as input for analyzing the success of promotional efforts.

	<u>FY 2004 Actual</u>	<u>FY 2005 Budget (actual numbers are being gathered)</u>	<u>FY 2006 Budget</u>	<u>FY 2007 Projected</u>
Fishing Licenses	404	444	488	536
Campsite Reservations	8,181	8,999	9,899	10,889
Employment Applications	26,915	29,606	32,566	35,823
Personal Income Tax Returns	38,802	42,682	46,950	51,645
# of subscribers on DISS	9,720	10,692	11,761	12,937

DISABILITY AFFAIRS
STATE COUNCIL FOR PERSONS WITH DISABILITIES
20-01-07

MISSION

To unite, in one Council, disability advocates and state agency policy makers to ensure that individuals with disabilities are empowered to become fully integrated within the community.

BACKGROUND

State Council for Persons with Disabilities (SCPD) analyzes and promotes state, federal and local legislation, regulations, programs, and policies to ensure that they effectively meet the needs of persons with disabilities in Delaware. SCPD is a cross disability Council mandated by Title 29 Section 8813 of the Delaware Code. Membership includes state agencies, providers, advocacy organizations, individuals with disabilities, and their family members. Council addresses a vast scope of disability related issues including, but not limited to, increasing access to housing, employment, transportation, workforce, health care, and community-based services.

Challenges arise in the area of funding, paternalistic attitudes, and a basic hesitation to effect critical systemic changes. Delaware has made much progress in recent years; however, there is still a long way to go in implementing programs which will allow people with disabilities to enjoy the same opportunities life has to offer, just like everyone else.

The Council on Deaf and Hard of Hearing Equality (CODHHE) is mandated by Executive Order (latest signed in 2000) to, in part, increase knowledge, awareness, and appreciation of the rights of individuals who are Deaf and Hard of Hearing in the State of Delaware; to work for a better quality of life for individuals who are Deaf and Hard of Hearing in the State of Delaware by improving the quality, accessibility, and capacity of services; and to monitor and advise the Delaware Office for the Deaf and Hard of Hearing with respect to the services it provides.

KEY OBJECTIVES

- ◆ Implement the Medicaid buy-in so individuals with disabilities can retain their health insurance when they gain employment.
- ◆ Implement the “Money Follows the Person” concept in Delaware so money that is spent on high cost institutional care can be provided for services to a qualified person with a disability in the community.
- ◆ Increase funding for attendant services.
- ◆ Increase funding for paratransit service (e.g. late night and Sunday service).

- ◆ Develop and conduct a quantitative Statewide Housing Needs Assessment.
- ◆ Pass legislation or regulations which would create a seamless eligibility policy between divisions serving people with disabilities in Delaware.
- ◆ Pass legislation which would create a Statewide Architectural Accessibility Code and enforcement strategy.
- ◆ Introduce and pass an appropriate Involuntary Commitment Code for people with mental illness.
- ◆ Expand programs for people with acquired brain injury.
- ◆ Introduce and pass a deaf bill of rights.

STRATEGIC INITIATIVES

- ◆ Provide and promote coordination among all state programs, services, and plans established for or related to persons with disabilities.
- ◆ Review, on a continuing basis, all state policies, plans, programs, and activities concerning persons with disabilities which are conducted, or assisted in whole or part, by state departments, agencies, or funds in order to determine whether such policies, programs, plans, and activities effectively meet the needs of persons with disabilities.
- ◆ Make recommendations to the Governor, the General Assembly and all state departments and agencies respecting ways to improve the administration of services for persons with disabilities, and for facilitating the implementation of new or expanded programs.
- ◆ Provide the Governor, the General Assembly, all interested agencies, and the general public with review and comment on all state legislative proposals affecting persons with disabilities.
- ◆ Provide policymakers and the general public with analyses and recommendations on federal and local governmental legislation, regulations, and policies affecting state programs and persons with disabilities.
- ◆ Propose and promote legislation, regulations, and policies to improve the well-being of persons with disabilities.
- ◆ Collaborate with appropriate state agencies, disability groups, and the legislature to accomplish key objectives.

PERFORMANCE MEASURES

	FY 2004 Actual	FY 2005 Actual	FY 2006 Budget	FY 2007 Projected
Legislation, regulations, policies, and system reform impacted or introduced due to SCPD/CODHHE activities	22	27	30	35
# of council members who attended formal training to enhance system reform	4	4	4	4

PUBLIC INTEGRITY COMMISSION

20-01-08

MISSION

To instill the public's confidence in the integrity of its government by administering and enforcing State laws on:

- ◆ ethics for State Executive Branch employees, officers, and officials;
- ◆ ethics for local government employees, officers and officials;
- ◆ financial disclosure by Senior Level Executive Branch officers, all Judges, all State elected officers, and all State office candidates;
- ◆ dual compensation requirements for all persons at State and local levels holding two government positions; and
- ◆ registration and expenditures by lobbyists representing entities before the General Assembly and State agencies.

BACKGROUND

Public Integrity Commission's (PIC) strength and weakness is that for the past ten fiscal years, it has performed its mission with the same human and monetary resources (two staff members and \$40,100 operating costs). During those years, its mission increased with the addition of interpreting and enforcing financial disclosure and lobbying laws. It also incurred the expenses of starting an office from scratch and later relocation costs. To stay in its limited budget, PIC continuously increased technology use and fine-tuned its budget to still meet its statutory obligations to give workshops and seminars; timely respond to requests for advisory opinions; conduct necessary investigations of complaints; create publications to assist state and local government employees, officers, honorary officials, and lobbyists in understanding and complying with the law. In those years, it met or exceeded its performance measures. Public officials and non-public persons, e.g., lobbyists, citizen complainants, etc., and similar agencies outside the state are frequently surprised at PIC's limited human and monetary resources because of the timely responses of PIC and its staff to requests for information, training sessions, advisory opinions, comments on legislation, etc. Increased technology has saved costs and freed PIC's limited staff to perform other statutory duties. Over the years, it saved costs associated with paper, postage, etc., while giving better and faster services to the key customers who file reports with PIC, which includes more than 231 lobbyists, more than 350 lobbyist employers, and more than 300 public officers, who file more than 1,224 forms each year.

In FY 2004, PIC pursued and received assistance from E-Government to increase technology to free its limited staff of some duties related to the filings and give more attention to other statutory obligations such as training, legal research on enforcement issues, drafting of opinions, and performing other functions such as budget/strategic plan actions; accounting activities related to reimbursements and pay; monitoring legislation; drafting legislation, etc.

In FY 2005, PIC fell slightly short of its performance measure for issuing written decisions within 45 days of requests. The set performance measure was 94 percent --the achieved measure was 93.4 percent. However, while issuance of the written opinions lagged less than one percent behind the goal, verbal decisions were given on the day of PIC hearings. Thus, verbal decisions giving timely guidance exceeded the performance measure. Training participation clearly and comfortably exceeded the performance measure. The goal was 350 trainees; the actual result was 431, which was 123.1 percent. These activities were achieved with more limits on PIC's human resources than in past years. This situation posed a significant challenge because of PIC's limited staff. Temporary employees were hired to cover the Administrative Specialist's position off and on during a period of several months. During that same time, Commission Counsel was initially restricted in performing duties, and later unable to work at all for approximately one month. PIC met the challenge by requesting assistance from the Attorney General's office for a Deputy Attorney General (DAG) to cover partial days for approximately a one-month period. As PIC's Counsel is the only qualified staff member who can give training, the work resulting in a substantial increase over the performance measure for training is a reflection of the emphasis PIC and its staff place on training. FY 2006 challenges have been the common limits occurring with a two-person staff. However, technology is being used again to reduce some administrative duties related to financial disclosure and lobbying reports. Legislation was drafted by PIC and passed by the General Assembly authorizing PIC to accept electronic filings. The legislation, signed into law in June 2005, allows PIC to expand its existing data base so public officers will have the option to file financial disclosure reports electronically by mid-February of 2006.

This electronic option has been a Commission goal for several years, and is consistent with technological expansions of similar state offices in all 50 states, the federal government, and the Canadian government. According to two surveys by PIC, most public officers and lobbyists would prefer electronic filing. Recognizing the needs and skills of its customers, PIC will still offer hard copy filing as in the past. While report filing using technology garnered favorable attention, technology in the form of computer disks (CDs) distributed to training attendees did not get favorable reaction. As the cost of CDs was equivalent to producing paper copies for training materials, a limited distribution was used to gauge response. While attendees who received hard copies evaluated the books as the most valuable item from the training, those given a CD were later surveyed and approximately two months after receipt had not used the CD. Plans for future distribution of training materials on CDs have been shelved. The information on the CDs is available on the Commission's web site, which has experienced favorable use and received favorable comments. PIC is faced each year with the challenge of achieving its training goals because while PIC has a statutory obligation to give training, aside from one agency, there is no mandatory attendance requirement.

In FYs 2007-2009, PIC will continue facing challenges to perform its statutory duties with limited resources, in both personnel and funding areas. Immediately at hand is the challenge for PIC to familiarize itself with the Department of State's (DOS) operations, to which it was legislatively assigned for purposes of assistance in June 2005. Previously, PIC received support services from the Department of Administrative

Services (DAS). The reassignment, to date, has resulted in some additional duties for PIC's Administrative Specialist, specifically in the accounting area, as DOS had a number of entities assigned to it, as either a direct part of DOS or as entities needing support services. At this point DOS has no increase in staff to assist with the increased financial duties and the increased need for technology assistance. PIC intends to work with DOS during the transition, but does have a high need for DOS's assistance on technology and finances. PIC has Capital Resource concerns. DOS has indicated it has no plans to relocate PIC, but possible future space in the Margaret O'Neill Building has attracted the attention of several agencies. Funds for another relocation impacts heavily on its small operating budget.

Beyond those immediate challenges, PIC wants to use technology for on-line training. It would expand services to the more than 58,000 state employees, state officers, and appointees to approximately 300 boards and commissions. It also would provide more training opportunities for employees and officials of 51 local governments, to which the State Code applies. An on-line capability would not only address PIC's continued emphasis on training, but at least in part, the staff limitation when Counsel serves not only as trainer, but legal adviser to the Commission, investigator of complaints, disciplinary counsel, etc., under her statutory duties, and is the functional equivalent of an Executive Director. For several years, PIC has tried to resolve the problem of its ability to attract qualified applicants in the event of changes in its Counsel. Counsel is considered "equivalent" to a Deputy Attorney General III for personnel purposes, but is paid less and has no right to tenure after three years. PIC wants to resolve the issue before the salary falls so far behind DAGs that recruiting may be unsuccessful. Selective market variation was approved for Counsel, just as for DAGs, but did not result in equivalent pay. The Commission's goal is to seek at least equivalency in the position.

KEY OBJECTIVES

- ◆ Increase the number of training attendees every year through FY 2009.
- ◆ Improve response time in issuing written decisions by two percent - from 93 percent to 95 percent by FY 2007.

STRATEGIC INITIATIVES

- ◆ **Increase in Trainees:** Create more "marketing" tools to attract attendees, such as posters, fliers, e-mails, articles to state publications, etc.
- ◆ **Improved Training:** Attend Power Point training; network with other state ethics, financial disclosure, and lobbyists commissions, e.g., Council on Government Ethics Laws, Northeastern Regional Conference on Lobbying, etc., for ideas that work or fail. Explore technology such as film clips explored.
- ◆ **Improved Response Time on Written Decisions:** Focus on reasons for past delays and develop time savers to overcome the reasons, or decide if delays are the result of over estimating time to response without considering unforeseen reasons for delay.

- ◆ **On-line Training Program:** Work with other states on potential problems to avoid. Work with E-Government on potential assistance, funding technological advice, etc.

ACTIVITIES

- ◆ Issue written advisory opinions on the conduct of state employees, officers, honorary officials, public officers and lobbyists to insure compliance with the Code of Conduct, Financial Disclosure, Dual Compensation, and Lobbying laws in 29 Delaware Code, Chapter 58.
- ◆ Grant waivers if: (1) literal application of the laws would not serve the public purpose; or (2) complying creates an “undue hardship” on employees, officers, or agencies.
- ◆ Investigate and prosecute as necessary, violations of 29 Delaware Code Chapter 58.
- ◆ Provide education seminars and produce publications to aid in complying with 29 Delaware Code Chapter 58.

PERFORMANCE MEASURES

	FY 2004 Actual	FY 2005 Actual	FY 2006 Budget	FY 2007 Projected
# of advisory opinions, waivers, complaints	52	61	50	55
# of persons participating in training	249	431	350	375
% of advisory opinions and complaints resolved within 45 days or less	88.2	93.4	94	95

PUBLIC EMPLOYMENT RELATIONS BOARD

20-01-09

MISSION

To provide timely, competent, and trustworthy support for the collective bargaining process in order to promote harmonious and cooperative labor/ management relationships between public employers and their employees and protects the public by assuring the operations and functions of governmental entities in Delaware are not interrupted by labor strife.

BACKGROUND

The Public Employment Relations Board (PERB) administers the Public School Employment Relations Act (14 Del.C. Chapter 40), the Police Officers and Firefighters Employment Relations Act (19 Del.C. Chapter 16), and the Public Employment Relations Act (19 Del.C. Chapter 13). PERB is responsible for administering the impasse resolution, representation, unfair labor practice, and declaratory statement procedures in support of collective bargaining for Delaware public sector labor and management.

The PERB's case load is primarily a function of the public sector labor-management environment. This environment is impacted by changing economic conditions, projected governmental surpluses or deficits, job cut-backs or freezes, governmental reorganizations, the tenor of the relationship between individual representatives of employer and employee groups, and the level of parties' acceptance of their respective roles in the labor-management relationship. The PERB is often involved with labor/management issues which arise as a consequence of governmental decisions, e.g., the impact of structural reorganization on public employees; staff shortages (e.g. Department of Corrections); projected fiscal shortfalls/surpluses in various municipalities, counties and public school districts; and educational reforms involving the working conditions of public school employees.

The PERB employs both formal and informal dispute resolution procedures.

Formal procedures for resolving unfair labor practice charges¹ and requests for declaratory statements involve a formal pleading process, public hearings in which the parties to the dispute enter evidence in support of their positions on the record and the issuance of findings of fact and a decision by the Hearing Officer. PERB also conducts interest arbitration hearings and renders binding decisions for the resolution of impasses for all public employers and employees except public school districts.

Representation proceedings establishing appropriate bargaining units and determining exclusive bargaining representatives, are similarly processed. Representation issues involving the status of the exclusive bargaining representative, or union, often require

¹ Unfair labor practices which may be committed by either an employee or employee group or organization and/or an employer are explicitly defined in each of the three statutes.

that a secret ballot election be conducted to determine whether employees wish to be represented by a union for purposes of collective bargaining.

Informal procedures include mediation and facilitation efforts by staff to resolve both pending and potential issues presented by the parties. Informal procedures are provided with the consent of the parties where resolution of a specific or limited issue would result in improvement of the relationship or resolution of the underlying dispute.

PERB facilitates the negotiation of the terms of collective bargaining agreements and maintains a stable environment during negotiations. When negotiating parties reach impasse, mediation is provided. If mediation is unsuccessful in resolving the outstanding issues, the dispute proceeds to a non-binding public fact-finding process for public school employers and employees. All other groups must submit their outstanding issues to binding interest arbitration, wherein a member of the PERB staff arbitrates the dispute. The PERB is also responsible for resolving issues which arise during negotiations as to which issues must be negotiated, which are reserved to the exclusive prerogative of the public employer and which are illegal under the statutory framework.

PERB administers the Binding Grievance Arbitration panel for public school groups, per 14 Del.C. §4013 (amended 2003).

KEY OBJECTIVES

- ◆ Increase the percentage of disputes informally resolved through PERB facilitation through FY 2009.
- ◆ Increase the percentage of cases resolved within 90 days of filing through FY 2009.

STRATEGIC INITIATIVES

- ◆ Administer effective and efficient processes for filing and resolving unfair labor practice charges, requests for declaratory statements, and representation petitions.
- ◆ Systematically encourage the use of alternative dispute resolution whenever and wherever possible.
- ◆ Provide opportunities for labor and management groups with difficult negotiating histories to meet to resolve problems in order to encourage and support the development of more harmonious and cooperative relationships.
- ◆ Develop and increase accessibility to PERB processes and decisions using electronic media.
- ◆ Develop search capabilities for PERB's on-line decisions.
- ◆ Promote e-filing and reduce the need for paper transmissions and time required to processes charges and petitions.

- ◆ Develop processing and case line summaries which clarify Delaware public sector collective bargaining law.
- ◆ Evaluate current resource allocation, both human and physical capital, to insure continued effectiveness in response to increasing demand for services.

ACTIVITIES

- ◆ Facilitate the resolution of negotiation impasses through mediation, fact-finding, and binding interest arbitration processes.
- ◆ Administer the binding grievance arbitration panel for public school labor and management.
- ◆ Systematically encourage the use of alternative dispute resolution procedures wherever and whenever appropriate.
- ◆ Increase the number of public sector labor disputes resolved informally through PERB intervention and facilitation prior to completion of the formal case processing procedures.
- ◆ Participate and provide operational perspective on legislative initiatives which seek to expand the scope of collective bargaining.
- ◆ Provide meaningful, on-going training opportunities for all staff that improve the quality of services offered to PERB clientele.

PERFORMANCE MEASURES

	FY 2004 Actual	FY 2005 Actual	FY 2006 Budget	FY 2007 Projected
% of disputes informally resolved through PERB facilitation	38	40	40	45
% of cases resolved within 90 days of filing	55	55	60	65

MERIT EMPLOYEE RELATIONS BOARD

20-01-10

MISSION

To hear employee grievances and maintenance review classification appeals.

BACKGROUND

The Merit Employee Relations Board (MERB) was created by passage of House Bill No. 518 during the 137th General Assembly.

The Board consists of five members representing all three counties with two members having a background in labor, two in management and a chair. The Board meets three times per month and every effort is made to hear cases in the order in which they are received at the Board's office. However, when appeals involve terminations, suspensions without pay or demotions, this rule of thumb is modified and these types of disciplinary grievances take precedence over the others.

Over the past ten years, the MERB has received 332 "standard" grievances ("standard" being a whole range of appeals from leveling-up pay to terminations). With regard to maintenance reclassification appeals, the MERB normally averages around 50 per year with the exception of FY 2003 when 250 appeals were received over four-month period. This put a tremendous strain on MERB's resources and capabilities. The MERB is just now finishing up the last of the hearings generated by those 250 appeals.

With regard to accomplishments of MERB, the greatest is the Board members' desire and commitment to find the absolute truth of each and every case brought to it; and to rectify any wrongs or injustices committed against state employees or state agencies alike. Also, as part of this statutory obligation, the MERB has conducted public hearings in the streamlining and restructuring of the Merit Rule system.

Looking at goals for the next three years, the Board continues its campaign to eliminate the backlog of grievances currently before it. At present there are 35 active cases, five of which are maintenance reclassification appeals stemming from FY 2003. A few of these cases have been heard before and have been remanded back to an independent reviewer for further investigation.

The Board is already looking to bring itself to full operating strength. For most of the past year the Board has been operating at less than full strength. Of the five Board members, three are needed for a quorum.

KEY OBJECTIVES

- ◆ Increase the percentage of cases resolved within 150 days through FY 2009.

- ◆ Increase the percentage of written decisions completed within 45 days of hearing through FY 2009.

ACTIVITIES

- ◆ Act as the final step in the Merit grievance process and in maintenance review appeals. The MERB must take grievance rulings within 90 days of submission, unless both the employee and management agree to an extension.
- ◆ Adopt or reject changes to the Merit Rules after a public hearing. Proposed rules changes must be reviewed by the Statewide Labor-Management Committee prior to submission to MERB.
- ◆ Request that the Director investigate problems or complaints arising from the impact of Merit policies and procedures on employees.
- ◆ Act as the final step in maintenance review appeals.

PERFORMANCE MEASURES

	FY 2004 Actual	FY 2005 Actual	FY 2006 Budget	FY 2007 Projected
% cases resolved within 150 days	70	50	80	
% written decisions completed within 45 days of hearing	100	100	100	100

OFFICE OF HUMAN RELATIONS

20-02-01

MISSION

To assure equal opportunity for all people of Delaware by protecting them against practices that discriminate based on race, color, age, sex, religion, marital status, national origin, creed, familial status, or persons with disabilities, so that all may enjoy the quality of life Delaware offers through the Governor’s “Livable Plan.” This includes fostering amicable relationships among the various genders, as well as the racial, ethnic, religious, social, and cultural groups within the state and to educate the community at large regarding discrimination, including sexual orientation and economic status.

BACKGROUND

The State Human Relations Commission was created in 1961 to promote a climate of understanding among racial and ethnic groups in Delaware. The Governor appoints the 28 members of the Commission. Seven members are appointed from each county, and seven members are appointed at-large.

In 1963, the Equal Accommodations Law was passed; and in 1969, the Equal Rights to Housing Law was passed. In 1970, the Office of Human Relations was established to provide staff support to the Commission. The Commission acts as conciliator in matters involving race, age, marital status, familial status, color, sex, creed, religion, national origin, or persons with disabilities to investigate, conduct surveys and studies as needed, and to make recommendations to the Governor and General Assembly regarding updates to the statute.

The passage of the Delaware Fair Housing Act in 1992 and the Public Accommodations Act in 1996 marked two important milestones for the Office of Human Relations. The Fair Housing Act allowed Delaware’s Office of Human Relations to remain certified by the Department of Housing and Urban Development as a “substantially equivalent Fair Housing Agency.” As a result, the office is eligible for federal funding. The Act also permits a Human Relations Commission Panel, or Superior Court, to hear cases of alleged discrimination. The Delaware Fair Housing Act required the state to provide legal representation for complainants who allege housing discrimination. The Equal Accommodation Act provides tougher penalties for those convicted of discrimination.

The Office of Human Relations, on a yearly basis, handles approximately 200-250 complaints of discrimination and conducts approximately 250-300 outreach and education events.

The Office and the Commission have nurtured some valuable partnerships throughout the state to assist in meeting its mission. With an excellent relationship with HUD, the Office was recognized by HUD for exceeding the goal of 38 percent closure of fair housing cases within 100 days. Because of this, HUD awarded the Office with \$10,000.

It is clear that discrimination still exists and citizens in the State of Delaware are still being denied an opportunity to build a better life. We will continue to reach out to the population that is being denied equal opportunity.

To better inform our citizens, we will expand the public visibility of the Office of Human Relations and the State Human Relations Commission. We will continue to ensure that all discrimination cases filed will be closed within the statutory mandate that is required.

KEY OBJECTIVES

- ◆ Investigate, negotiate, and settle all housing complaints of discrimination within 100 days, and public accommodation complaints of discrimination within 120 days of the date received and filed within the office.
- ◆ Increase the number of educational seminars, trainings, workshops, and participate in community outreach through FY 2009.

STRATEGIC INITIATIVES

Leadership

- ◆ To advocate and take assertive actions for civil and human rights.
- ◆ Annually seek substantial equivalency accreditation from the U.S. Department of Housing and Urban Development to assure citizens protection against discrimination in Delaware.
- ◆ Conduct education and outreach, as well as civil and human rights training statewide to educate the public and enhance advocacy initiatives.
- ◆ Annually examine on-going operations, public relations, and legislative strategies for meeting our mission.

Service

- ◆ To promote services and resources to combat discrimination in the areas of housing, public accommodations, and state employment.
- ◆ Develop a link to our web site giving citizens the ability to file a complaint of discrimination on-line.
- ◆ Increase the number of housing and public accommodations conciliations.
- ◆ Assist in the development of a diverse workforce that reflects Delaware through the Governor's Equal Employment Opportunity Council.

- ◆ Achieve resolution of housing complaints within 100 days.
- ◆ Achieve resolution of public accommodations complaints within 120 days.
- ◆ Serve as a community resource in each county for information on discrimination.

Education

- ◆ Provide civil and human rights education to the public.
- ◆ Annually publish four quarterly Commission newsletters.
- ◆ Publish a Commission Annual Report.
- ◆ Develop a campaign to educate the public and promote the agency.
- ◆ Update and develop educational materials
- ◆ Annually develop and conduct civil and human rights training forums throughout the state.
- ◆ Increase agency's advocacy and education through newspaper columns, radio, TV, training videos, and PSA.

Communities

- ◆ Support partnerships, collaborate with allies, and increase outreach activities in the advancement of civil and human rights.
- ◆ Expand partnership with law enforcement agencies and other entities to promote equal opportunity for citizens of Delaware.
- ◆ Develop educational and technical assistance packages for the public.
- ◆ Encourage and solicit input on civil and human rights issues through focus groups, public meetings, and seminars.
- ◆ Develop a public relations program and network to strengthen human relations and to improve the visibility of the Commission.

ACTIVITIES

- ◆ Investigate, negotiate, and settle housing and public accommodations discrimination complaints.
- ◆ Promote amicable relations among all racial, cultural, and ethnic groups.

- ◆ Provide clerical, administrative, and fiscal support to the State Human Relations Commission, and assist in monitoring the State Affirmative Action Plan.
- ◆ Conduct educational seminars on discrimination, fair housing, public accommodations, and hate issues.
- ◆ Serve as staff for the State Equal Employment Opportunity Council.
- ◆ Receive, investigate, and mediate/conciliate in schools, prisons, hate crimes, police conflicts, and neighborhoods regarding incidents of excessive force, discrimination-related violence, and neighborhood tension relating to discrimination or bias and disparate treatment regarding consumer issues.
- ◆ Receive, investigate, and attempt conciliation in employment complaints within the Executive Branch of State government.
- ◆ Seek substantial equivalency accreditation from the U.S. Department of Housing and Urban Development.
- ◆ Publish four quarterly Commission newsletters.
- ◆ Publish a Commission Annual Report.
- ◆ Seek partnership with law enforcement agencies regarding reporting of hate crime and incidents of extreme force.
- ◆ Conduct a citizen survey on race relations, and civil and human rights.
- ◆ Develop a public relations program and network to improve the visibility of the Office and Commission.

PERFORMANCE MEASURES

	FY 2004 Actual	FY 2005 Actual	FY 2006 Budget	FY 2007 Projected
% of housing cases closed within the federal mandate	100	100	100	100
Conduct educational seminars, trainings, workshops, and participate in community outreach	388	314	330	347

DELAWARE PUBLIC ARCHIVES

20-03-01

MISSION

The Delaware Public Archives safeguards Delawareans “Right to Know.” We are entrusted to manage a valuable public asset – the records of our democracy that document the obligations and rights of citizens and enable them to judge the performance and accountability of public officials in carrying out public policy. Our mission is to:

- ◆ Identify, collect, and preserve public records of enduring historical and evidential value.
- ◆ Ensure access to public records for present and future generations of Delawareans and promote the availability and use of public records as a unique and invaluable source of information.
- ◆ Advise and educate concerning the creation, management, use, and preservation of public records.

BACKGROUND

The Delaware Public Archives (DPA) administers the Delaware Public Records Law that directs Delaware’s archives and records management program. The General Assembly has mandated that the program be applicable to all state and local government entities – the Executive, Legislative, and Judicial branches; county and municipal governments; and school and other special districts. DPA is the permanent repository for state and local government information of enduring value, with collections now totaling more than 90,000 cubic feet of such records.

The responsibilities of DPA include:

- ◆ Preserving state and local government records that possess legal, fiscal, and historical value, thereby protecting the rights of Delaware citizens.
- ◆ Ensuring ongoing access to records of enduring value by managing their preservation and utilizing evolving technologies to promote their use.
- ◆ Promoting the availability and use of Delaware’s rich documentary heritage.
- ◆ Celebrating the First State’s history in creative and imaginative ways that stimulate a broader knowledge of Delaware’s past.
- ◆ Enforcing the proper management, maintenance, and disposition of state and local government records.

- ◆ Providing a state-of-the-art storage facility for both permanent records and records whose retention is required for a finite period for the business practices of government.

The new Archives building was dedicated on December 7, 2000 and opened to the first researchers on January 8, 2001. The facility includes a research room with seating for more than 75 researchers and storage for approximately 125,000 cubic feet of records. Phase II of the construction was completed in January 2003. The newly renovated Hall of Records building includes exhibition space, a training and education room, and administrative offices.

KEY OBJECTIVES

- ◆ Deliver more services via the internet, including on-line requests, guide to holdings, on-line exhibits, and a digital archives collection, between FY 2007 and FY 2009.
- ◆ Increase the number of citizens utilizing the Archives for research, workshops, tours, and special events through FY 2009.

STRATEGIC INITIATIVES

- ◆ **The Digital Archives:** The Digital Archives was initiated in FY 2001. This ongoing project is intended to promote the increasing use of electronic information. The site now averages more than 2,000 visitor sessions per day, with the average length of visitor session being more than 15 minutes. Visitor sessions alone for the month of July 2005 surpassed 57,500. The Digital Archives Program includes four core competencies:
 - **The Digital Research Room.** Creating and maintaining an information gathering experience for the on-line user of the Archives that has similar ease-of-use for the on-site user.
 - **The Digital Portfolio.** Developing core competencies in digital records areas as outlined in a taxonomy of digital records created by the Delaware Public Archives. These areas include the management of digital records created in web pages, email messages, word processing documents, large databases, geographic information systems, enterprise resource planning systems, and other electronic information systems.
 - **Preserving Digital Records.** Developing core competencies in the physical preservation of various digital media, including CD-ROMs, DVDs, digital tapes, as well as other formats.
 - **The Digital Collection.** Continually expanding our collection of digital images of historical records available for use by the public via the Archives web site.

- ◆ **Electronic Records:** Creation of an internal Electronic Records Section to be initiated in FY 2006. In order to prepare for the future, the development of an in-house program element to support Delaware Public Archives existing service functions must be pursued. Assistance with the Government Services section role in oversight of records creation and accessioning will be needed. Issues associated with Records Services section's responsibility for storage must also be addressed in order for Delaware Public Archives to fulfill its statutorily mandated responsibility. The ability of Delaware Public Archives' Public Services and Outreach Services sections to utilize emerging technologies to better inform and serve our customers and meet their changing demands, will also require a greater level of support.
- ◆ **Council on Archives:** Promote and support the Council on Archives, a gubernatorially appointed body. The Council is the successor organization to both the Delaware Historical Records Advisory Board and the State and Local Records Commissions. The Council serves as the reviewing body for all grants submitted to the National Historical Publications and Records Commission (NHPRC) by public and private repositories possessing records of historical value. The Council's responsibilities are mandated by both the Code of Federal Regulations and the Delaware Code. Delaware Public Archives will develop grant requests in FY 2006 and FY 2007 to support the activities of the Council and initiate a Strategic Planning process as required by NHPRC.

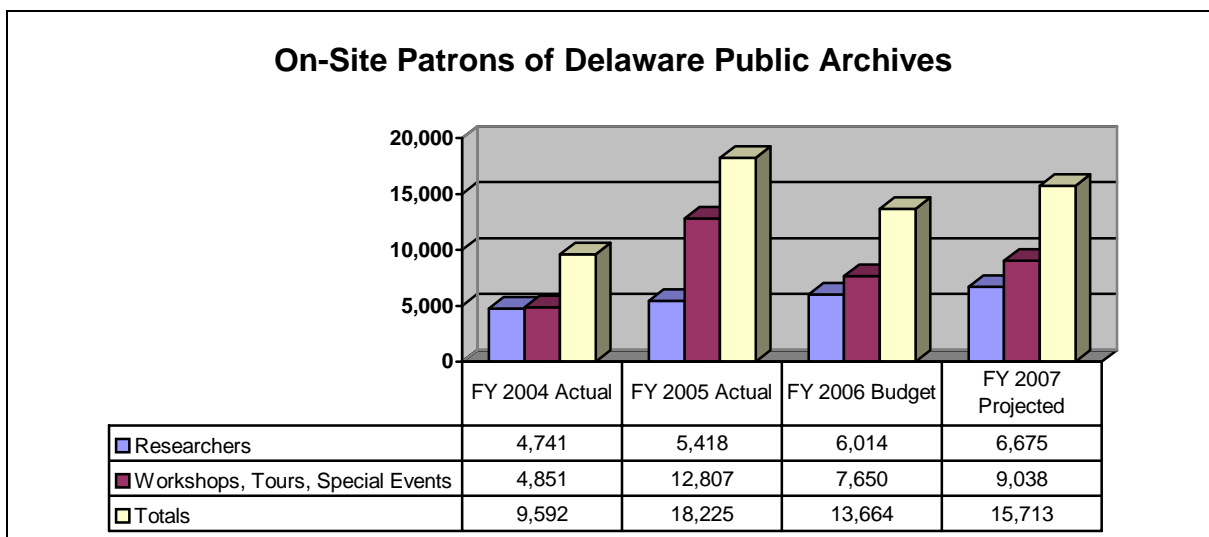
ACTIVITIES

- ◆ Planning and developing strategies to address the challenges associated with electronic information is critical to the long-term success of the Delaware Public Archives.
- ◆ Promote the availability and use of public records as a unique and invaluable source of information.
- ◆ Identify, collect and preserve public records of enduring historical and evidential value.
- ◆ Advise and educate state and local government officials and employees about the creation, management, use and preservation of public records.
- ◆ Determine final disposition of all government records regardless of physical format and administer a centralized state records management program to provide economical and secure agency records disposition.
- ◆ Administer a centralized document imaging and digitization services program.

PERFORMANCE MEASURES

	FY 2004 Actual	FY 2005 Actual	FY 2006 Budget	FY 2007 Projected
# of images added online	1,500	2,000	2,500	3,000
# of citizens utilizing facility for research, workshops, tours, and special events	9,592	18,225 ¹	13,664	15,713
All public interactions by online reference services	21,961	24,296	26,725	29,397
# of visitor sessions to DPA website ²	446,382	583,028	641,330	705,463

On-Site Patrons: In FY 2005, the Archives saw an increase in on-site patron usage of 74 percent from FY 2004. This increase is largely due to the opening of public spaces in the newly renovated Hall of Records, the return and exhibition of Delaware’s copy of the Bill-of-Rights, and the 100th anniversary celebration of the establishment of the Delaware Public Archives.



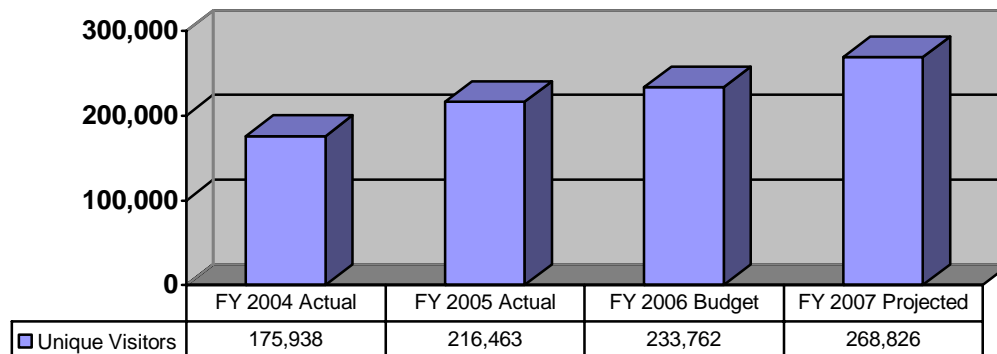
Expanded Website Usage: The website of the Delaware Public Archives continues to rank among the top sites for usage in State government. In FY 2004, the site logged

¹ This number reflects increased events and presentations celebrating Delaware Public Archives’ 100th Anniversary year (Calendar Year 2005) and the return of the Bill of Rights.

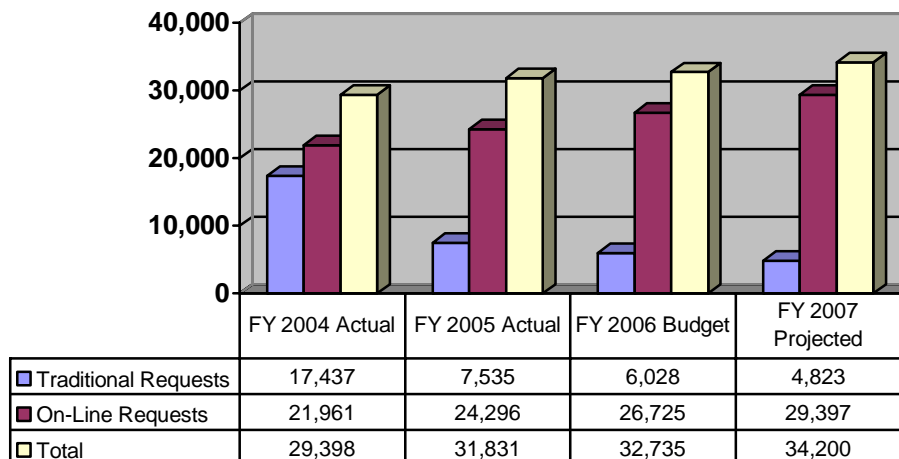
² “Visitors”, in this case, are defined user sessions. A user session may have multiple “hits” on the site; DPA does use the number of hits as a true indicator of traffic on our web site.

175,938 unique visitors, an increase of more than 23 percent over FY 2003. In FY 2005, 216,463 unique visitors used our site for an increase of 15 percent over FY 2004. An increase of 10 to 15 percent per year is projected through FY 2009. Also, the number of visitors sessions continues to increase, and are projected to do so by 10 percent per year through Fiscal Year 2009. The use of email reference requests, initiated in FY 1997, now outpaces the receipt of regular mail requests. Visitation and on-line requests for information are expected to increase steadily as content is expanded. To this end, we have placed 2,000 scanned images on the website in FY 2005, and in FY 2006 we project the addition of a minimum of 2,500 images.

Delaware Public Archives Website Visitors



Delaware Public Archives Patron Requests



PROFESSIONAL REGULATION

20-04-01

MISSION

To ensure the protection of the public's health, safety, and economic well-being by providing administrative and investigative services to the citizens of Delaware, Governor-appointed boards/commissions, professional licensees, license applicants, and other governmental and private organizations.

BACKGROUND

The Division of Professional Regulation (DPR) provides regulatory oversight for 33 boards/commissions, which are comprised of Governor-appointed public and professional members. The activities of this oversight include administrative, fiscal, and investigative support for 42 professions, trades, and events. The division currently provides services for over 300 board/commission members and over 58,000 licensees. Licensure fees fund the division and the expenditures attributed to each licensing board.

Since FY 2002, the division has completed 1,519 investigations, assisted with six Joint Sunset Reviews, assisted with the successful passage of 27 legislative bills, supported over 1,200 public meetings, issued an average of 5,600 licenses annually, and renewed an average of 45,000 licenses biennially.

Challenges

- ◆ Lack of permanent staff to meet workload demands; reliance on temporary employees whose turnover impacts service levels.
- ◆ Meeting customer expectations due to lack of choices in service options which affects staff responsiveness to customer inquiries.
- ◆ Increase in customer base related to increased Delaware population.
- ◆ Excessive licensure files and document handling.
- ◆ Lack of process standardization and established performance measures.
- ◆ Limited methods of collecting customer feedback and determining customer satisfaction.
- ◆ Limited report writing ability in current staff to accomplish data analysis and sharing.
- ◆ External legislative initiatives advancing the regulation of additional professions potentially causing the need for an increase in resources.

Opportunities

- ◆ Establish a Virtual Division: Continue the deployment of services to allow customers to access online options for division services including, but not limited to, board meetings. In FY 2005, the division launched its Professional Licensing Online Services project which is projected to be fully implemented in FY 2007. The project includes an interactive web site to provide online licensure verification, license renewal, licensee profile maintenance, duplicate license request, complaint submission, application submission, and the use of credit card payment for fees. The project also includes enhancements which will proactively communicate updates to licensing information through automatic emails to customers.
- ◆ Develop a customer-centered/goal-driven culture to provide effective internal and external management of government services.
- ◆ Increase DPR Value: Provide valuable information to boards/commissions and other agencies (e.g. Dept. of Labor, Dept. of Education, and Dept. of Homeland Security) through reporting and data mining in the licensing database.
- ◆ Document Imaging: Implement a document imaging system to facilitate swift access to customer information in order to provide expedient service, reduce paper-handling and file storage.
- ◆ Explore Options to Mitigate Increased Workloads: Outsource fee deposits through a lockbox contract, contracting the coordination of travel arrangements, identifying vendors to conduct professional testing.
- ◆ Address high staff turnover caused by a reliance on temporary employees to accomplish critical administrative functions.
- ◆ Increase awareness of the Voluntary Treatment Option Program to licensed professionals so that they can access treatment for chemical dependency or impairment.

KEY OBJECTIVES

- ◆ Complete the Professional Licensing Online Services project in FY 2007 in order to provide expanded internet service options to licensees and to assist with responding to inquiries from the public, other agencies, and private organizations regarding Delaware licensed professionals.
- ◆ Investigate complaints from the public who are the recipients of professional services within 120 days through FY 2007 and within 90 days beginning FY 2008.
- ◆ Increase each year the number of unique website visitors.
- ◆ Achieve a customer satisfaction index of 4.0 by FY 2007.

STRATEGIC INITIATIVES

- ◆ Maintain a licensing database to provide the public with vital licensure information, to notify licensees of renewal periods and continuing education requirements, and to assist state and federal agencies in accomplishing their missions.
- ◆ Develop a customer-centered/goal-driven culture through continuous process review, staff training, measuring performance against established goals, and recognition of accomplishments.
- ◆ Establish strategic relationships with and between board members, relevant stakeholders, general assembly members, and their respective staff.
- ◆ Partner with the Department of Technology and Information, the Government Information Center, and System Automation Corporation to provide online services.
- ◆ Develop customer feedback collection instruments for all customer segments.
- ◆ Provide legislative support to the boards/commissions through assistance with the Joint Sunset Review process and public safety initiatives advanced by the boards.
- ◆ Survey 5 percent of new licensees, 5 percent renewing licensees, 50 percent board/commission members, 100 percent walk-in customers to identify areas for improvement and determine the customer satisfaction index.
- ◆ Determine requirements and identify vendors for a document imaging project.
- ◆ Publish meeting agendas and minutes online through the statewide calendar.
- ◆ Implement streaming Internet video board meetings for greater public access.
- ◆ Measure division performance and processes against the Baldrige Award Criteria.
- ◆ Ensure a consistent flow of licensing and investigative data into the licensing database.
- ◆ Develop in-house computer report writing abilities through staff training.
- ◆ Streamline licensing processes to allow boards/commissions to devote more time to broader and proactive public protection issues.
- ◆ Conduct presentations to professional boards/commissions and communicate the availability of the Voluntary Treatment Option program to licensees.
- ◆ Establish a career ladder in the investigative unit to create additional supervision, lead workers, and promotional opportunities.

- ◆ Automate previously paper based complaint and investigation tracking. Reorganize the assignment and reviewing of complaints and investigations for greater efficiency.
- ◆ Determine the viability and necessity for external legislative initiatives to regulate unregulated professions.
- ◆ Request additional Administrative Specialist II positions to replace current temporary employees based on workload analysis (FY 2007).

ACTIVITIES

- ◆ Oversee all board/commission activities to ensure that testing, licensing, disciplinary proceedings, rule-making, and other regulatory activities are completed in an efficient manner and in compliance with the Delaware Code and applicable rules and regulations.
- ◆ Respond to inquiries related to becoming licensed or current licensees.
- ◆ Process and review license application information for board/commission approval.
- ◆ Issue and renew professional licenses.
- ◆ Investigate and track complaints received from those served by licensees.
- ◆ Process fiscal, budgetary documents, travel arrangements for each board/commission, and conduct biennial fee setting analysis that reflect each boards' operating costs.
- ◆ Provide administrative support for public meetings and hearings.
- ◆ Coordinate with the Office of the Governor for the board/commission member appointments.
- ◆ Provide orientation and annual training for board/commission members.
- ◆ Contract with professional testing services and national professional organizations to provide professional examination services for license applicants.
- ◆ Conduct and assist board members with license applicant examinations.
- ◆ Assist boards/commissions to draft legislation, coordinate meetings with stakeholders, obtain legislative sponsors, track and implement successful legislation.
- ◆ Attend regional and national conferences to monitor regulatory trends and requirements.

- ◆ Determine eligibility for licensees seeking admittance into the Voluntary Treatment Option program, coordinate assessment/treatment with approved providers, and monitor for compliance.
- ◆ Enter and update licensing data into the database to create individual licensing, complaint, and investigation records.
- ◆ Communicate through regular Senior Leadership Team and full staff meetings.

PERFORMANCE MEASURES

	FY 2004 Actual	FY 2005 Actual	FY 2006 Budget	FY 2007 Projected
# of license renewals completed online	New Measure	New Measure	Base Year	6,200
% of license renewals completed online	New Measure	New Measure	Base Year	25
# of investigations completed within 120 days	New Measure	New Measure	Base Year	300
% of investigations completed within 120 days	New Measure	New Measure	Base Year	85
# of unique website visitors	New Measure	New Measure	Base Year	60,000
Customer Satisfaction Index (1-5 Scale)	New Measure	New Measure	Base Year	4.0

PUBLIC SERVICE COMMISSION

20-04-02

MISSION

To regulate Delaware's investor-owned utilities by assuring they will provide safe and reliable services to their customers in a timely manner, at reasonable rates, which have been appropriately determined through staff review and investigation.

To make certain such regulation results in not only optimum benefits to the consumer, but to the utility, and ultimately, to the economic development of the state and to facilitate the transition of Delaware's utility industries from a monopolistic to a competitive market, as the opportunities to do so arise; and to do so in a manner that continues to provide Delaware consumers with good quality of service at a reasonable pricing.

BACKGROUND

The Public Service Commission (PSC) is principally charged with the regulation of rates and services provided by investor-owned electric, natural gas, telephone, water, wastewater, and cable television utilities that serve customers in Delaware. In exercising its regulatory authority, the PSC recognizes that utilities are entitled to earn a fair return on their investments, while providing their customers with reliable and safe services at just and reasonable rates.

At present, the PSC has regulatory authority over 11 water suppliers, five cable television franchises, two natural gas utilities, two electric utilities, 15 electric suppliers, and 68 local exchange telephone service providers. In addition, the PSC has issued Certificates of Public Convenience and Necessity for 210 providers of intrastate, competitive telecommunications services. It also reviews the financial and tariff filings of these utilities. In calendar year 2004, the PSC opened 565 dockets, which resulted from formal filings made by utilities requesting or requiring Commission action.

Another responsibility of the PSC is resolving franchise-related disputes between new motor vehicle manufacturers and dealerships regarding the relocation of dealerships. It also conducts safety inspections of natural gas pipelines as part of a joint effort with the federal government to ensure the safety of those lines, and in turn the safety of natural gas operators and customers. The pipeline safety personnel conducted 196 inspections of pipelines in Delaware and handled four investigations of cases in which pipeline safety violations were alleged.

As one of its responsibilities, the PSC's Engineering and Compliance section handles numerous informal complaints from utility customers ranging from billing to major service disruption complaints. In calendar year 2005, this section handled over 1600 of these informal complaints compared to nearly 800 complaints handled in 1999. The PSC views this as an opportunity to communicate and provide assistance to utility customers in the state to ensure that they are receiving appropriate services from their utilities

regulated by the Commission. To this end, the PSC has instituted quality control measures to make sure that customers contacting the Commission are treated professionally and have their complaints addressed in a timely manner. The PSC also maintains a detailed database for every customer contact and utilizes computer software that can pinpoint clusters of complaints that may be received by the PSC in a particular area for an individual utility, so that problems in a geographic area can be addressed at an early stage.

The PSC continues to manage the process of transitioning Delaware's electric industry to a competitive retail environment, which began with the enactment of the Electric Utility Restructuring Act of 1999 ("Act"). In accordance with the Act, by Commission order dated October 19, 2004, the PSC initiated its process to select a standard offer service (SOS) provider(s) for Delmarva Power electricity customers who do not have the opportunity to choose an alternative electricity supplier or who decide not to select one after the rate caps are removed in May 2006. This critical process is being designed to attract fair market pricing for these customers and to promote a more competitive marketplace for electricity supply. Several major challenges are facing the Commission in this regard. Rate caps for electric service have kept pricing for Delaware consumers of investor-owned electric utilities relatively low in the region. These consumers will face the potential of steep price increases when these rate caps are lifted in May 2006. The Commission is not only faced with the task of implementing a fair process to obtain SOS, but is also challenged with the opportunity it has to communicate the impacts of this new and complicated process to affected customers.

Reliability of electric service has been a prime concern of the PSC. To this end, the PSC is in the process of revising and making permanent interim standards of service for its two regulated electric utilities in its efforts to minimize disruptions of service. The PSC continues to actively participate in regional and Federal Energy Regulatory Commission (FERC) proceedings related to electric reliability and electric pricing. The PSC has determined that its participation has become vital as a means to best assure stable electricity rates and reliable service. A major challenge to the PSC will be keeping up with the numerous proceedings before the FERC related to service and pricing issues that have an impact on consumers in Delaware. The PSC is also faced with interpreting, determining its duties under, and implementing certain provisions of the recently enacted federal Energy Policy Act of 2005. This Act implements the most comprehensive changes to federal energy policy in decades and deals with a multitude of issues, including, but not limited to, pricing, renewable energy, efficiency, electricity transmission, service reliability, federal preemption, and regional transmission organizations.

Beginning in 2006, the PSC will be conducting an investigation into the adequacy of the water supply of its two major regulated water utilities in northern New Castle County. This will be the first full-fledged investigation under the Water Self-Sufficiency Act of 2003, which requires these utilities to have a self-sufficient supply of water by 2010. The review will also assess the conservation efforts of these companies

The PSC is in the process of reacting to recent federal court decisions and orders of the Federal Communications Commission (FCC) regarding local telecommunication competition. Numerous appeals of FCC decisions and changing positions by the FCC have made it very difficult for states to supervise local competition. It is also very possible that Congress will attempt to intervene and make significant amendments to the federal Telecommunications Act of 1996, which adds even more uncertainty to the already unsettled regulatory landscape.

In the first year of regulation of wastewater utilities in the state, the PSC has certificated 15 of these companies. An investigation into the quality of service provided by one of these entities has required the Commission to utilize significant resources to attempt to bring the matter to resolution. As part of its mandate, the Commission is also in the process of determining the appropriateness of the rates charged by these previously unregulated companies. The Commission will be facing significant challenges in the wastewater arena as it continues to assert its regulatory authority over wastewater utilities.

KEY OBJECTIVES

- ◆ To improve communication to the public and legislators by developing and implementing timely public awareness programs related to energy and telecommunications deregulation and other utility issues of significance to wider audiences in the state. A major public awareness program concerning standard offer service is currently in process and will be completed in early FY 2007.
- ◆ To promote efficiency at the Commission through greater reliance on electronic filing and less use of paper files with the ultimate goal of maintaining a paperless office. The PSC will begin to encourage electronic filings by some of its major utilities during FY 2006 with the objective of having all of its utilities utilize a web based electronic filing system by the end of FY 2008 if a cost effective application is determined to be feasible.
- ◆ To promote efficiency by monitoring utility financial performance to ensure that utilities regulated by the PSC earn a reasonable return, not in excess of their allowed returns and by placing a greater emphasis on processing time sensitive filings as quickly as possible without diminishing the quality of review. Enhanced processes to accomplish this objective should be in place no later than the end of FY 2007.

STRATEGIC INITIATIVES

- ◆ To conduct more outreach with legislators in advance of major dockets and issues that will impact their constituents and to develop a comprehensive plan to raise public awareness of critical utility issues. Through the Commission's Consumer Energy Education Group, a major public awareness plan is being developed to educate consumers on the issue of rising energy costs and the standard offer service process.

- ◆ To work closely with information technology personnel to determine appropriate and cost effective applications that will ultimately permit all utilities regulated by the Commission to file all documentation to the Commission in an electronic format in a secure manner. A pilot program will be initiated to have one or more major utility file both electronically and with paper copies. A docket will need to be opened when an electronic filing application is selected to revise regulations, which currently require paper copies to be filed.
- ◆ Time permitting, the Commission staff will be required to conduct audits of major utilities rate of return filings on a quarterly basis.
- ◆ The PSC will begin to link employee performance with enhanced efficiency and productivity. Technical staff will be evaluated, in part, for their performance in meeting the time requirements in cases for which they are assigned and to the quality in which they conduct rate of return and other audits.

ACTIVITIES

- ◆ Receive, investigate, and respond to consumer inquiries with special emphasis on complaints.
- ◆ Review and process filings presented to the PSC by regulated utilities in a timely manner and by making fair and reasonable recommendations to the Commissioners.
- ◆ Ensure that the regulated utilities are providing safe and reliable service and are in compliance with local, state, and federal regulations and law.
- ◆ Conduct conveniently located and time-sensitive public hearings, as required, in the course of processing utility filings.
- ◆ Conduct safety inspections on natural gas and propane pipelines to ensure compliance with federal safety standards.
- ◆ Ensure that the Class A regulated utilities' financial performance is not in excess of its authorized rate of return.
- ◆ Monitor processes that can be computerized and implement necessary programs and procedures to accomplish this goal thereby promoting the goal of a paperless office.
- ◆ Maintain good relations with other local, state, and federal agencies.
- ◆ Monitor state and national issues that affect the Delaware Public Service Commission and communicate these issues to Staff and the Commissioners
- ◆ Manage public awareness campaigns for utility deregulation and quality of service efforts.

PERFORMANCE MEASURES

	FY 2004 Actual	FY 2005 Actual	FY 2006 Budget	FY 2007 Projected
Customer satisfaction level with complaint/inquiry investigation and resolution process (Scale of 1-5)	4.35	4.09	Maintain 4.0 or better rating	Maintain 4.0 or better rating
% of applications filed electronically	0	0	5	25
# of applications filed electronically	0	0	29	145
% of dockets filed in FY which are maintained electronically	0	0	100	100
# of dockets filed in FY which are maintained electronically	0	0	570	580
% of major utilities having their rate of return reports reviewed semi-annually	0	0	70	80
# of major utilities having their rate of return reports reviewed semi-annually	0	0	7	8

PUBLIC ADVOCATE

20-04-03

MISSION

To represent and serve the interests of all Delaware utility consumers before the Public Service Commission of Delaware (PSC), state and federal courts, and federal administrative and regulatory agencies in matters involving rates, services, and practices of regulated public utilities. To advocate the lowest reasonable utility rates for consumers, consistent with the maintenance of adequate and reliable utility service, while maintaining an equitable distribution of rates among all classes of consumers.

BACKGROUND

Energy

- ◆ The Division of Public Advocate (DPA) is very active in all phases of policy making and regulatory proceedings implementing electricity industry restructuring at the state and federal levels.
- ◆ The DPA has greatly increased its commitment to the stakeholder process at the regional power pool, Pennsylvania, New Jersey, and Maryland (PJM), to continue to maintain reasonable electric rates and service reliability.
- ◆ Electric restructuring has changed the DPA's role in electric industry ratemaking by requiring the DPA to be more active at the regional and federal levels (e.g., the Federal Energy Regulatory Commission [FERC] and PJM). At least 50 percent of Delaware consumers' electric charges will be determined outside the Delaware regulatory process.
- ◆ The DPA will continue with its traditional role with electric utility ratemaking for distribution charges. The DPA's role has expanded to participate, as a formal stakeholder, in the market monitoring process for generation adequacy and transmission reliability for Delawareans.
- ◆ The DPA will continue with its role pursuant to the Green Energy Fund legislation, in soliciting projects for funding that promote the development of renewable energy for Delaware.
- ◆ The lack of lower cost generation facilities available to Delawareans, the lack of investment in transmission and generation facilities, as well as increased prices in the natural gas market, has put upward pressure on generation prices making it unlikely that retail prices in Delaware will remain low with the same level of service reliability.
- ◆ The DPA is undertaking studies to determine the impact, at the local level, of the recently enacted Federal Energy Policy Act of 2005.

Water

- ◆ In its role as a member of the Water Supply Coordinating Council, the DPA will be overseeing the implementation of water supply initiatives to meet 2020 water demand for the state.
- ◆ The DPA will also be monitoring rate cases filed by providers of newly regulated wastewater providers, as required by statute.

Communications

- ◆ The DPA will continue monitoring Verizon pursuant to the 1995 Telecommunications Technology Investment Act, due to the absence of a viable and robust competitive local exchange market in Delaware.
- ◆ The DPA will continue handling consumer issues regarding broadband internet access services, since they are typically closely linked with a customer's local telecommunications and cable television provider. However, the extent of that involvement remains uncertain since the FCC has not yet clearly defined the scope of its jurisdiction.
- ◆ Delaware is currently a net payer in regard to Universal Service funding, and the DPA continues with its participation in the proceedings before the Universal Service Administration Council, which governs the collection and disbursement of universal surcharges and funding.

KEY OBJECTIVES

- ◆ Maintain the lowest regional utility rates for electric, natural gas, and water service for residential customers.
- ◆ Develop and implement public workshops to better inform the public of ongoing utility matters by FY 2007.
- ◆ Advocate the maintenance of historical electric service reliability standards after May 2006.
- ◆ Increase number of hits to website each year through FY 2009.
- ◆ Increase number of customer complaints filed online through FY 2009.

STRATEGIC INITIATIVES

- ◆ Develop quarterly public “town hall” style meetings to inform the public on a more proactive basis of pending utility matters.

- ◆ Maintain frequent and current posting of utility-related information on the Public Advocate’s website.
- ◆ Intervene formally, as deemed appropriate, on matters before PJM and the FERC.
- ◆ Petition the PSC to open a rulemaking proceeding to promulgate and, ultimately, adopt a Consumer Bill of Rights applicable to consumers of regulated utility services.
- ◆ Participate as a party in the PSC’s proceedings to adopt reliability standards, safeguards, and penalties for electric utility services.
- ◆ Collaborate with co-supervisors, DEDO and the Energy Office, to proactively draft and submit requests for proposals for the Green Energy Fund.

ACTIVITIES

- ◆ To enable the public to gain fast and easy access to information concerning the regulated utilities and related issues, the DPA plans to enhance its website to include links to utility tariffs and a synopsis of ongoing proceedings.
- ◆ The DPA will continue its participation in dockets related to:
 - utility services rate making, rate design and rate rebalancing, debt issuance, cost allocation, service classification, and wholesale rate making and service reliability;
 - local telephone competition, as well as the development of Voice over Internet Protocol service;
 - FERC proceedings regarding the Pennsylvania, New Jersey, and Maryland (PJM) Interconnection, transmission investment and generation adequacy;
 - utility service issues, *e.g.*, adequacy, reliability, quality and customer service.
- ◆ Investigating and tracking consumer inquiries and complaints, conducting and attending statewide public comment sessions and workgroup meetings.
- ◆ Participation in the DPA’s statutory tasks, *i.e.*, the Water Supply Coordinating Council, Governor’s Energy Council, and the Green Energy Endowment Program.
- ◆ Participation in regional and national stakeholder groups, such as, the Regional Greenhouse Gas Initiative, National Energy Reliability Council, Generation Resource Adequacy, and the PJM Members Committee.

PERFORMANCE MEASURES

	FY 2004 Actual	FY 2005 Actual	FY 2006 Budget	FY 2007 Projected
# of hits on DPA website	167,169	176,122	227,500	295,750
# of customer complaints filed online		78	117	175
Town Hall meeting conducted	New Measure	New Measure	2	4

CORPORATIONS

20-05-01

MISSION

To generate revenue for the State of Delaware through the collection of corporate and alternative business entity taxes and fees as well as Uniform Commercial Code (UCC) filing and search fees. To provide superior services for our customers in order to attract and maintain incorporations and alternate business entities in Delaware and thereby, promote a strong economy.

BACKGROUND

The challenge facing the Division over the next three years is to continue to maintain the state's leadership in the corporate and business entity service industry. We will do this by continuing to build domestic and international brand awareness of Delaware's position as the "Corporate Capital of the World." We will also provide leadership in helping to attract, retain, and grow Delaware's Corporate and Legal Services industry. These efforts will enhance the likelihood of generating increased revenue for the state.

Delaware's success in generating substantial increases in business entity revenue is attributable to several factors including: the excellent business image and climate of Delaware; the foundation of more than 100 years of state corporate law; the prestigious Delaware Court of Chancery and Delaware Supreme Court; on-going marketing initiatives; a state-of-the-art information processing system; a cooperative legislature that responds quickly to necessary changes in the law; and a history of excellent customer service by the Division staff.

The primary focus of the Division of Corporations will continue to be on maintaining world-class customer service. To improve operations, the Division is continually upgrading technology, enhancing its website, and developing online and electronic services. The Division is also committed to maintaining a professional, well-trained staff.

KEY OBJECTIVES

- ◆ Increase the amount of revenue generated from entities domiciled in Delaware each year.
- ◆ Increase the number of entities domiciled in Delaware each year.
- ◆ Increase the number of UCC filings online through FY 2009.
- ◆ Reduce the backlog of "regular" service filings through FY 2009.

STRATEGIC INITIATIVES

- ◆ Target and visit (or entertain visits by) countries that are embracing globalization and where business leaders have significant exports to the U.S. and are seeking access to U.S. capital markets. Businesses, investors, and regulators in such countries are very interested in Delaware's unique characteristics as a corporate domicile.
- ◆ Develop and market new product offerings that complement Delaware's existing Corporate and Legal Services industry (e.g., captive insurance).
- ◆ Develop and implement a fully integrated database, workflow, imaging and online service application for the Division to boost productivity, enhance customer service, and respond to ongoing changes in Delaware corporate law.
- ◆ Improve customer service by decreasing error rates by customers and staff through increased training/education and technology upgrades.
- ◆ Improve efficiency and service by increasing the number of web-based e-Corp filings and determining and hiring at optimal staff levels.
- ◆ Invest in Division of Corporations' staff by continuing to cross train all staff including managers & administrators to incorporate full knowledge of laws and procedures throughout the Division.
- ◆ Continue to test and refine our Comprehensive Disaster Recovery and Business Recovery Plans.
- ◆ Renovate or replace the Department's Data Center and implement an overall Division security plan.

ACTIVITIES

- ◆ Incorporate and form business entities under the laws of Delaware.
- ◆ Maintain official records of incorporation, business formation, and UCC filings.
- ◆ Generate revenue through collection of franchise taxes and other fees.
- ◆ Initiate necessary changes to the Delaware General Corporate Law and other business entity statutes.
- ◆ Market the attractiveness of incorporating in Delaware.

PERFORMANCE MEASURES

	FY 2004 Actual	FY 2005 Actual	FY 2006 Budget	FY 2007 Projected	FY 2008 Projected	FY 2009 Projected
Franchise tax revenue (\$ millions)	515.8	508.4	528.8	550.0	572.0	595.0
% of UCC e-Corp filings	30	40	50	60	65	70
Average regular service backlog (days)	9.3	8.8	7.7	6.6	5.5	5.0

HISTORICAL AND CULTURAL AFFAIRS

20-06-01 / 20-06-03 / 20-06-04

MISSION

To enhance the cultural and historical quality of life in the state and protect its heritage by identifying, protecting, collecting, preserving, and managing information, objects, and historic properties, and providing educational programs and assistance to the public on Delaware history and heritage.

BACKGROUND

The Division is currently undergoing a significant change in its management of personnel, resources, and sites. This includes a recently-completed reorganization of the division, an analysis of all business processes, a complete overhaul of the financial management of the division, and a re-deployment of existing personnel into functional teams across the division. The challenges facing the division include the following:

- Completing a comprehensive strategic planning process;
- Ensuring that the new administrative structure and work culture continue to function properly;
- Creating new strategies for the care of collections, sites, buildings, and structures under the care of the division;
- Creating new opportunities for the telling of Delaware's history through improved site management, enhanced site programming, and the use of internet-based technologies;
- Redefining the role of the State Historic Preservation Office to ensure that preservation needs are relevant, understood, and accepted; and
- Addressing the issue of succession planning which is facing the division, including the recruitment and retention of qualified personnel.

KEY OBJECTIVES

- ◆ Use information technology to create new means of service delivery and internal business processes through FY 2009.
- ◆ Selectively expand hours at museum sites to include special events, holidays, and the targeted expansion of normal hours of operation.
- ◆ Through business process re-engineering, reduce the caseload of Section 106 reviews in each of the next three fiscal years while still ensuring quality control over the review process. (Historic Preservation)
- ◆ Identify potential sites and seek public and private sector financial support for building a Delaware Maritime Museum.

- ◆ Develop a master plan for the maintenance of all division buildings and sites. This will include major and minor capital improvements, ongoing maintenance schedules, and a capital equipment replacement program. (Preservation Maintenance)
- ◆ Develop a “Hometown Delaware” program granting special designation to Delaware communities which actively preserve heritage and history and provide technical assistance to these communities to facilitate better coordination of state and local funding for museums, historic preservation, tourism, historic markers, and related programs.

STRATEGIC INITIATIVES

- ◆ Complete a 5-year strategic plan with assessment and monitoring tools.
- ◆ Use internet-based technology as a means for service delivery. Publish all GIS data as well as other historical research information currently held by the division to the internet.
- ◆ Create meaningful financial accounting and reporting for each of the seven functional teams in the division.
- ◆ Establish the Historic Preservation Trust Fund as a dedicated revenue stream designed to address the care and maintenance of threatened sites under the management of the division, grants to certified local governments (CLGs) for the local management of preservation activities, and incentive grants to private property owners in targeted communities.

ACTIVITIES

- ◆ Complete an analysis of the use of casual/seasonal hours for site management issues.
- ◆ Determine the number of work hours available from in-house staff for exhibit design, fabrication, and installation.
- ◆ Initiate a program of programmatic agreements and memoranda of understandings with select client agencies included in Section 106 reviews.
- ◆ Conduct survey of temperature and humidity conditions for all collections at all storage locations. Plan for the possible consolidation of multiple collection storage sites.
- ◆ Complete an assessment of all division properties. Complete ranking of sites and properties by condition.

PERFORMANCE MEASURES

	FY 2004 Actual	FY 2005 Actual	FY 2006 Budget	FY 2007 Projected
# of users of state conference centers	9,899	10,426	11,500	12,650
% of 30-day environmental project reviews completed on schedule	89	86	100	100
% of available historic preservation tax credits awarded	97	97	100	100
% of GIS point data, by hundred, completed	39	39	75	100
# of annual museum visitors	80,210	83,608	84,100	88,305
# of people reached in public outreach programs	13,383	12,720	16,000	17,600

The following performance measures are under development by the division:

Site Management

- Average hours per week open to the public for all sites.
- Percentage of all sites with weekend hours.
- Percentage of all sites with holiday hours.
- Percentage of all sites with special event hours.

Exhibits

- Number of major exhibits installed on time.
- Number of minor exhibits installed on time.
- Satisfaction rating of exhibits.

Historic Preservation

- Total number of all review cases received.
- Percentage of all review cases covered by programmatic agreements.
- Percentage of all review cases covered by memoranda of agreements.

Curatorial

- Percentage of all collections with temperature and humidity control.
- Percentage of all collections with intellectual control.

Preservation Maintenance

- Number of site assessments completed.
- Number of sites under active management per master plan for facilities.

Business Administration

- Percent of all division purchases completed by state credit card.

Horticulture

- Number of beds.
- Square footage of beds.
- Cost ratio of cost per square footage of ornamental and interpreted beds.
- Number of interpreted beds.

ARTS 20-07-01

MISSION

The Delaware Division of the Arts is a state agency dedicated to nurturing and supporting the arts to enhance the quality of life for all Delawareans.

Guiding Principles

We believe in:

- Supporting excellence of artistic product, process, or service
- Fostering the freedom of creative expression
- Expanding the availability and accessibility of the arts
- Supporting learning in the arts for Delawareans of all ages
- Establishing mutually beneficial partnerships to advance the arts
- Increasing statewide awareness of the arts: events, resources, opportunities, and values
- Providing financial, technical, and professional assistance to arts programs, individuals, non-profit organizations, and other government entities
- Developing our strategies and programs with the guidance and assistance of the Delaware State Arts Council and with input from artists, citizens, and others who have an interest in the arts

Division Goals

- I. Create a positive and supportive environment for the arts in Delaware
- II. Strengthen and broaden participation in the arts in Delaware
- III. Advance learning in the arts for Delawareans of all ages
- IV. Integrate the arts into all aspects of local community life
- V. Develop the statewide relationships and infrastructure necessary for the arts to thrive in Delaware.
- VI. Position the Delaware Division of Arts to be the most comprehensive, accurate, and essential resource for information on the arts in Delaware

BACKGROUND

The Delaware Division of the Arts is dedicated to promoting and developing the arts throughout the state. Together with its advisory board, the Delaware State Arts Council, the Division administers grants and programs that support artists, arts organizations, schools, government entities, and other community organizations chartered in Delaware. The Division receives funding through appropriations from the Delaware General Assembly; the National Endowment for the Arts, a federal agency; and the Mid Atlantic Arts Foundation. The Delaware State Arts Council advises the Division of the Arts on matters of arts policy, funding for the arts, and other issues relevant to support for the arts in Delaware.

Some trends in Delaware:

- Rapid population growth in Sussex County presents evolving challenges on the delivery of services for arts organizations and the Division.
- Rapid diversification of the state's population, including Hispanics in Sussex County, and retirees in Sussex and Kent counties, creates new challenges in developing equitable statewide funding for the arts.
- The Division maintains a strong working relationship with its grantees and broader constituent base.
- Partnerships with state agencies (DE Division of Libraries, DE Department of Education, DE Tourism Office, DE River and Bay Authority, DE Division of Parks and Recreation [Folk Life Program]), and *News Journal* provide mechanisms for leveraging funding and/or promotion of the arts in public venues.
- Schools' use of arts resources (organizations and individual artists) has declined since 2000, in part, due to pressure under "No Child Left Behind" to bring all students up to state test standards. Schools are taking fewer trips to experience the arts and are bringing fewer artists into the classroom.
- Despite some downturn in support, Delaware corporations continue to be strong supporters of the arts, particularly in New Castle County for the larger arts organizations. Smaller arts organizations throughout the state have difficulty accessing corporate philanthropy.
- Technology is becoming a more important means of delivery of services: downloadable grant applications, news dissemination (list serves), web-based artist roster. Increased use of technology (e-granting, e-newsletters, web-based calendar for arts organizations) could improve service to constituents and reduce staff time currently spent on some of these in-house data entry tasks.
- An abundance of established arts organizations, coupled with an increasing number of new arts producers (individual and organizational) throughout the state creates

increased pressures for state funding. FY 2006 saw an unprecedented increase of 19 percent in the number of applicants seeking funding, with requests exceeding budget by \$564,000 (44 percent above the state's grant line).

- Recent economic trends have put increased pressures on arts organizations that rely on public and private funding to sustain their operations. Foundation giving and endowment returns have been in decline over the past four years. This pressure on organizations is reflected in the increases they request from the Division.
- Funding for the arts from local (county and municipal) government sources is limited.
- Decreasing funds are projected from federal sources for the Division (see chart): National Endowment for the Arts support decreased for the current fiscal year, and the recently approved federal appropriations for the NEA suggest the same will happen next year (FY 2007).

Fiscal Year (Federal / DE)	Basic State Grant	Arts Education*	Underserved*	Challenge America Initiative*	Total
2002 / 2003	346,900	59,400	84,000	90,000	580,300
2003 / 2004	340,000	59,400	84,000	97,000	580,400
2004 / 2005	336,800	48,000	88,000	124,000	596,800
2005 / 2006	326,800	46,500	82,100	121,000	576,400

* denotes restricted funds, per National Endowment for the Arts regulations.

KEY OBJECTIVES

- ◆ Increase number of Delawareans benefiting from Division-supported programs by three percent annually over the next three years.
- ◆ Increase number of individual artists and arts organizations being served by professional and organizational development programs by three percent annually over the next three years.
- ◆ Increase number of school-age students participating in Division-supported education programs by three percent annually over the next three years.
- ◆ Increase direct contact to arts constituents to include four electronic communications annually.
- ◆ Increase public use of the Division web site by three percent annually over the next three years.

STRATEGIC INITIATIVES

- ◆ Council/staff analyze results of public hearings and funding trends to re-establish priorities for funding and services based on mission, guiding principles, and goals.
- ◆ Revise existing grant programs and develop new initiatives to meet evolving needs of the community and arts providers.
- ◆ Collaborate with outside resources for delivery of professional and organizational development services to artists and arts organizations.
- ◆ Develop mechanisms to promote Delaware's artists: e.g., statewide Delaware artist showcase event, expanded Artist Roster.
- ◆ Collaborate with state and local agencies (Tourism, Economic Development, Parks and Recreation, Chambers of Commerce) to promote arts venues, arts programs, and artists.
- ◆ Provide workshops, training, and resources to artists and arts organizations to improve marketing and communication skills.
- ◆ Facilitate and provide resources/incentives for collaborative marketing initiatives among arts organizations and their cultural and business partners.
- ◆ Facilitate connections between teaching artists and potential school and community-based residency venues.
- ◆ Sponsor professional development and networking opportunities for community-based artists, educators, and administrators involved in the delivery of arts learning programs.
- ◆ Provide grants to community-based venues such as libraries, festivals, parks, and community centers to incorporate arts events into their programs.
- ◆ Develop new communication mechanisms and identify new vehicles to promote participation of artists, organizations, and communities that represent the various cultural, ethnic, and racial demographics of Delaware.
- ◆ Develop policies and programs to meet the needs of emerging local arts programs.
- ◆ Establish the communications priorities in terms of content, timing, and vehicle, for each of the Division's constituent groups.
- ◆ Promote electronic media for arts information and services.
- ◆ Develop web-based access to Artist Roster and Calendar and provide training to artists and arts organizations to submit information to the Division electronically.

- ◆ Revise current practices for maintaining the Division’s databases to establish conventions, minimize redundancy, and improve accuracy.

ACTIVITIES

Arts Advocacy

- ◆ Serve as advocate and primary spokesperson for the arts in Delaware. Promote arts organizations, programs, and resident artists throughout the state, the region, and, where appropriate, nationally and internationally.
- ◆ Serve as a resource to integrate the arts into public life through public art projects, cultural tourism, and international exchanges.
- ◆ Meet with representatives from local, state, and federal government agencies; employers; funders; educators; media; and community organizations to promote and gain support and funding for the arts.

Arts Services

- ◆ Survey the field in Delaware to determine appropriate types of Division support for arts providers.
- ◆ Develop and coordinate Division services for arts providers and presenters (individual artists, arts organizations, and community-based organizations).
- ◆ Coordinate Division-delivered training to artists and arts organization personnel: grant information sessions, grant writing workshops, and panel training.
- ◆ Develop, maintain, and promote an Artist Slide Registry and web-based Artist Roster.
- ◆ Schedule and maintain the Mezzanine Gallery exhibitions and performances, along with mailing invitations and coordinating the space with Facilities Management.
- ◆ Serve as a resource to artists and arts organizations seeking additional opportunities to grow professionally or as an institution.
- ◆ Serve as a resource to the public seeking to engage Delaware artists or utilize Delaware's arts resources.
- ◆ Coordinate the Poet Laureate's schedule of public appearances, workshops, and retreats for writers.
- ◆ Establish and cultivate partnerships with third-party providers of services (non-profit associations, professional associations, etc) to support artists and arts organizations in marketing initiatives, professional development, and programming.

- ◆ Plan and execute the regular statewide arts events that celebrate the arts and/or provide training/networking opportunities for the arts community (e.g., biannual Arts Summit, Governor's Awards for the Arts).
- ◆ Maintain a statewide arts calendar and listing of arts opportunities to promote attendance and participation in the arts.
- ◆ Coordinate Division's 504/ADA programs and inform grantees of 504/ADA requirements.
- ◆ Establish partnerships with local government agencies, not-for-profits, and other organizations to further the goals of community arts programs. Partners include: Boys and Girls Clubs of Delaware, Criminal Justice Council, Division of Libraries, Delaware Folklife Program, Delaware Main Street Programs, Delaware Humanities Forum, and others whose programming is directed to supporting underserved communities.

Communications

- ◆ Market Division's capabilities and resources through all available channels including, the Division's web site, publications, print and broadcast media.
- ◆ Compile and maintain mailing list of Delaware presenters. Coordinate communication and support services for presenters.
- ◆ Design and develop promotional/advertising programs to promote the arts.
- ◆ Publish *Artline* bi-monthly, in conjunction with the *News Journal* to present feature articles on the arts and a comprehensive arts calendar.
- ◆ Conduct quarterly Council meetings with rotating venues throughout the state to provide public forums for policy discussions and decision-making.
- ◆ Conduct public hearings, focus groups, and surveys to solicit input from constituents for policy and program consideration.
- ◆ Provide decision-makers in the public and private sector with relevant information about the arts.
- ◆ Maintain databases, available to the public, to support marketing and promotional activities.

General Operations

- ◆ Coordinate the Division's annual and long-range strategic planning process in partnership with the State Arts Council. Develop Division's priorities, action plan and staff performance plans to support strategic initiatives. Prepare Division's budget

(\$2 million) and align the budget with annual and long range strategic plans.

- ◆ Monitor budgetary expenses and oversee equitable distribution of state and federal funds to grantees.
- ◆ Monitor the Delaware Arts Stabilization Fund, an endowment for arts organizations, currently valued at \$30 million and managed by the Delaware Community Foundation.
- ◆ Respond to routine constituent inquiries.
- ◆ Coordinate and secure professional development training for staff.
- ◆ Secure funding for the Division from state, federal, and private sources.

Grants Administration

- ◆ Advise arts organizations and artists on matters relating to artistic product, process, and services, as well as institutional development.
- ◆ Provide assistance to potential grantees during the grant application process.
- ◆ Process grant applications (data entry, staff assignments, panel review, and program assignment).
- ◆ Convene grant review panels to determine merits of grant applications.
- ◆ Monitor and track grants through the grant cycle: review applications for compliance, clarify applicant information prior to panels, serve as resources to panelists, record panel comments for grantees, review final evaluations for compliance.
- ◆ Serve as point person/resource for grant applicants/recipients throughout the duration of the grant.
- ◆ Conduct formal/informal information sessions with grant applicants/recipients.
- ◆ Coordinate on-site visits and evaluations of grantees and their programs.
- ◆ Conduct “update” meetings with arts organizations' management.

Research

- ◆ Produce studies and research which will support advocacy efforts, such as economic impact studies.
- ◆ Research arts trends, funding initiatives, and grant opportunities for the Division and its constituents, leading to development and implementation of division-wide arts policy for Delaware.

Technology

- ◆ Research and implement advancing technologies in list serves, e-granting, and e-government initiatives, including podcasts for "State of the Arts in Delaware."
- ◆ Maintain internal software (database for grants and mailings) and coordinate with Government Information Center to assure programs are meeting the Division's needs.
- ◆ Provide technical assistance for constituents accessing arts information from the Division web site and Artist Roster.

PERFORMANCE MEASURES

	FY 2004 Actual	FY 2005 Estimated*	FY 2006 Budget	FY 2007 Projected
# of people served by Division-sponsored arts activities	843,542	1,160,000	1,198,920	1,234,750
# of artists served by Division-sponsored events and programs	12,237	13,000	13,500	13,900
# of youth served by Division-supported arts education programs	147,727	190,000	193,000	198,800
# of hits to Division's home page	40,500	**47,791	45,000	46,350

* FY05 Grantee evaluations are due by September 30, 2005, after which time complete figures will be available for FY05 programs.

**Actual web statistics for July 2004 – June 2005.

LIBRARIES

20-08-01

MISSION

To provide leadership and support for the timely development of Delaware's libraries to ensure convenient and affordable access to, and encourage use of, current information resources and reading material by all Delawareans.

BACKGROUND

The State of Delaware has been cited in recent years for providing significant funding to support public libraries including:

- State Aid for operating expenditures
- Library construction
- Library technologies
- Librarian/Archivist Scholarship Loan Program

Delaware is ranked 8th in the nation for state per capita library income, which increased by 73 percent from \$2.2 million in FY 2001 to more than \$3.8 million in FY 2006.

The vision of the Delaware Division of Libraries is to help Delaware libraries to evolve to be the best in the nation; for every Delawarean to have a library card and to use it often. Currently, Delaware public libraries rank near the bottom for most national per capita library measures (other than state income) including collection size, circulation, staffing, and local operating income. Throughout 2004, an extensive *Statewide Master Plan/Study for Library Services and Construction* was conducted to assess Delaware public libraries. The study included a review of facilities and services and input from the public through focus groups, in-library surveys, and telephone surveys. Key findings of the study are:

- Delaware has too many library buildings but less than half of the space needed to offer high quality library service.
- Delaware's public libraries are badly understaffed.
- Delaware's library collections are too small for the population size and, in many cases, are out of date.

The Master Plan/Study recommends establishing and enforcing standards and requirements for use of the State funds that ensure collaboration and integration of library governance, services, collections, and local funding to obtain economies of scale and to continually improve the services for Delawareans that libraries provide.

KEY OBJECTIVES

- ◆ Increase number of library card holders each year through FY 2009.
- ◆ Increase number of active users of Library for the Blind and Physically Handicapped through FY 2009.

- ◆ Increase number of DelAWARE user sessions through FY 2009.
- ◆ Increase number of library computer users through FY 2009.

STRATEGIC INITIATIVES

- ◆ **Establish an annual Delaware Book Festival by FY 2008.**
The Delaware Book Festival, modeled after the National Book Festival and sponsored by the partners of the Delaware Center for the Book, will raise awareness and use of public libraries.
- ◆ **Establish a single statewide library catalog by FY 2009.**
A single library catalog which integrates public, school, and academic library catalogs, will provide single search convenience for Delawareans, economy of scale savings, and improve the breadth and depth of the collection.
- ◆ **Establish the Anchor library concept in each county by FY 2006.**
Anchor libraries shall be a minimum of 40,000 SF and shall provide in-depth collections, professional reference assistance, and expanded hours for residents in each county.
- ◆ **Increase professional development and leadership opportunities for library staff by FY 2006.**
Provide sufficient learning and growth opportunities to support library development.

ACTIVITIES

- ◆ Administer the Federal Library Services and Technology Act Five Year Plan.
- ◆ Administer the Library Standards funds.
- ◆ Administer the Delaware Public Library Construction Assistance Act program.
 - Conduct Library Needs Assessments for Kent County and Sussex County by June 2006. Implement recommendations by June 2009.
- ◆ Administer the Delaware Public Library Technology Assistance Act program.
 - Implement phase one of the Delaware Library Catalog, integrating public library catalogs in Kent and Sussex Counties, Delaware Technical & Community College libraries, and the Delaware Public Archives by June 2006. Continue soliciting additional libraries to join in phase two in Fall 2006.
- ◆ Support DelAWARE (www.state.lib.de.us), the public library online resource.
- ◆ Administer the Delaware Library Technology Education Center.

Delaware Department of State – Strategic Plan

- ◆ Administer the Delaware Library for the Blind and Physically Handicapped.
- ◆ Conduct the first annual Delaware Book Festival by December 2006.

PERFORMANCE MEASURES

	FY 2004 Actual	FY 2005 Actual	FY 2006 Budget	FY 2007 Projected
# library card holders	470,585	498,927	510,000	550,000
# active users of LBPH	1,543	1,535	1,550	1,570
# DelAWARE user sessions	129,117	133,125	138,000	145,000
# library computer users	n/a	21,102	25,000	29,000

STATE BANKING COMMISSION

20-15-00

MISSION

To serve the public interest by regulating and examining state banks, trust companies, and licensed financial institutions; resolve consumer complaints; provide consumer education programs to Delaware residents; and collect and administer the bank franchise tax that covers all banks and trust companies operating in the state.

BACKGROUND

The banking industry has grown to be one of the most important in the state since the passage of the Financial Center Development Act in 1981. In addition to the state's traditionally strong banks and trust companies, some of the largest credit card banks in the country are located in Delaware. Commercial bank employment in Delaware has grown from less than 5,000 in 1981 to about 30,000 in 2005.

The responsibilities of the Office of the State Bank Commissioner have grown significantly since 1981. Today, the office supervises 19 banks with assets of over \$50 billion, as well as 21 non-deposit trust companies, two building and loan associations, and hundreds of licensed financial institutions. Most of the licensees provide financial services to consumers in the state and include mortgage brokers; licensed lenders, such as mortgage lenders and consumer finance companies; check sellers and money transmitters; check cashers; motor vehicle sales finance companies; and pre-need funeral contractors. Money transporters and business and industrial development corporations are also licensed by the State Bank Commissioner. The bank franchise tax administration is demanding due to the substantial collection levels and the increase in the requisite oversight. The public need for information and consumer protection also has increased.

KEY OBJECTIVES

- ◆ Ensure the safe and sound operation of state banks and trust companies, the compliance of licensed financial institutions with state and federal laws and regulations, and the escheat of abandoned property to the state by all banking organizations through regular examinations of those institutions.
- ◆ Expand the availability of financial services to consumers in Delaware by chartering new banks and trust companies, and by issuing new licenses and renewing existing licenses for non-depository financial institutions.
- ◆ Create an environment of service to consumers by responding to informational inquiries and resolving complaints against regulated financial institutions.
- ◆ Promote consumer education about financial services through public meetings and events.

- ◆ Fund important state governmental activities by collecting bank franchise tax revenues.

STRATEGIC INITIATIVES

- ◆ Enhance the value of Delaware State bank and trust company charters by improving opportunities for them to engage in new activities, consistent with the safe and sound operation of the institutions, and by providing a fair and efficient regulatory structure.
- ◆ Modernize and improve Delaware's banking and financial services laws on a regular basis.
- ◆ Ensure that financial institutions in the state operate in compliance with Delaware law.
- ◆ Partner with other state and community organizations to expand the reach of our consumer education program.
- ◆ Fair and efficient administration of the bank franchise tax laws.

ACTIVITIES

- ◆ Encourage applications to form new banks and trust companies.
- ◆ Examine state-chartered banks and trust companies for safety and soundness; examine financial services licenses for compliance with state and federal laws; and examine all banking organizations to make sure that abandoned property is escheated to the state.
- ◆ Issue new licenses and renew existing licenses for non-depository financial services institutions.
- ◆ Collect and administer the bank franchise tax and provide periodic estimates of tax revenues to DEFAC for state budgetary purposes.
- ◆ Achieve enactment of significant banking and financial services legislation and improve regulations.
- ◆ Respond to informational inquiries and resolve consumer complaints against banks, trust companies, and licensees.
- ◆ Develop and expand consumer education programs.

PERFORMANCE MEASURES

	FY 2004 Actual	FY 2005 Actual	FY 2006 Budget	FY 2007 Projected
# of bank, trust company, license, and escheat examinations	173	172	200	200
# of licensed non-depository institutions	767	873	800	900
# of written consumer complaints resolved per year	1,181	1,134	1,500	1,200
# of consumer education meetings and events	50	82	50	80
Bank franchise tax collections (\$ millions)	136.6	134.9	145.8	160.5